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Interservice

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STOCKING UP ON BENEFITS AT THE COMMISSARY

SERVICE HAS ITS REWARDS

Inside this Issue:

13TH ANNUAL COMMISSARY SALES REPORT

ALA's MWR Show is a Sellout • Marketing to the Single Soldier
What is Category Management

Interservice

THE QUARTERLY JOURNAL FOR THE MILITARY/GOVERNMENT MARKETING PROFESSION

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Compiled By Herman Marshall, Editor

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By Jim Ostroff

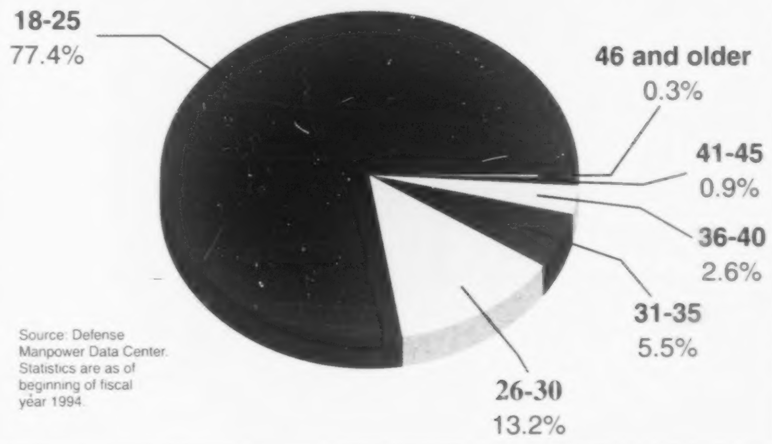
Meet the stealth shoppers. They comprise one-third of the armed forces. They buy the lion's share of snack foods, health foods, camcorders, auto supplies. They quaff the most soda and beer, cart off CDs and film. Most never met a cold cut they didn't like.

Yet, for all their purchasing clout, they patronize the exchanges and commissaries little noticed. Rarely surveyed, their tastes hardly catered to, many took to shopping off base. Truly the invisible man or woman to the resale system—until now. Propelled by budget constraints and civilian competition to capture every possible sales opportunity, the military resale system, along with its vendors, has revamped marketing strategies, reset stores to target the elusive "single" customer and launched awareness programs.

Especially in exchanges, assortments have been totally rejiggered and new specialty shops built to reach distinct demographic groups—particularly the coveted, young single patron.

With good reason. Singles comprise 33.6 percent of the entire active duty force, compared with 50.9 percent for those married with children and 15.5 percent married with no dependents. Crucially, among all single service members, 79 percent of the men and 65 percent of the women are between the ages of 18 and 25—THE prime target of marketers everywhere, given this group's high discretionary income level and yen to spend. In the U.S. Marine Corps, men comprise an astonishing 91 percent of this select group. Until last year, though, they were largely overlooked.

The Single Patron Distribution in the Armed Forces by Age



Source: Defense Manpower Data Center. Statistics are as of beginning of fiscal year 1994.

AWOL Patrons

The situation at Camp Pendleton, California, is a microcosm of the daunting challenges confronting every services' retail operation as they strive to better serve all their customers and singles in particular.

"We found that most single patrons were shopping on the outside and using us to buy Christmas gifts for mom and dad," said Patricia Heath, Pendleton's marketing director for Morale, Welfare and Recreation. But then resale executives got SMART, Single Marines Are Tops: a new focus group approach in which the merchants and young marines sat down monthly for a no-holds-barred exchange of ideas. The feedback surprised not a few. "Unanimously, they *want* to shop on base. They want MWR to work for them," Heath recounted. But with the exchanges largely lacking the trendy clothing and state-of-art electronics available a short, 20 minute drive to department stores, this most lucrative of patron groups spent most of its money off-base.

Commissaries, too, faced similar problems in growing sales of single patrons, in part due to product assortment, in part due to plain oversights. "When young troops go through basic training, they are taken to the exchanges and shoppettes, but not to the commissaries. The feeling is that meals are provided to them so the misconception that commissaries are

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Jim Ostroff is a Washington, DC-based journalist who covers the White House and the Federal Government.

mainly for married people continues," said Terry Fowler, government relations vice president with Marketing & Management Information, Inc., Bethesda, Maryland. A one-time deputy base commander, Fowler said the single patron also often was "lost" because there was no effort "to impress on this group, that they could save an average of 25 percent by shopping our stores."

Generation X—The Channel Surfers

The stores and vendors have made outreach to every military consumer a priority for the past year, witness revved-up awareness programs aimed at retirees, reservists, marrieds, and now, single patrons, too. As a unit, (with annual pay of between $9,778 and $14,558), these enlistees have the highest amount of discretionary income—and are more wont to spend it—than any group in the military, according to industry analysts. In short, they are a marketer's dream. Knotted tightly in the 25 and under age group and given to impulse buying, they contrast with marrieds, who generally are older and more likely to shop the commissaries and PXs for lower-margin staple products.

But for many years, these sure-fire sales prospects largely were as elusive as Tantalus' golden apples. "This group is what we call Generation X, the post-baby boomers, the channel surfers. Their interests change often, they are trendy in their purchases and need a lot of excitement at the store to continue to generate interest in buying," said Charles Marinello, retail director at Camp Lejeune, North Carolina. Most single patrons have no problem driving to in-town department stores to satisfy their shopping needs. They bring the same mentality to the commissary, maintains Larry Craybas, military sales director with Kraft General Foods, Inc. "There are probably two big issues we face with young patrons and commissaries. They don't like to stand in line waiting for someone to check out two carts of groceries, and they often find that the [store] hours are not right for them," said the White Plains, New York-based Craybas.

Store hours and lines are easy problems to identify and redress. But for military and civilian resellers, the real challenge is to hone in on the products most demanded by single patrons and find the merchandising hook to persuade them to buy on base.

First, the products. No question, singles like their music. "This is integral to their lives, in their barracks and on the road in their cars," said Lee Phillips, assistant head of the U.S. Marine Corps Retail Operation, Quantico, Virginia. "Without a doubt, they buy the most CDs, cassettes, and audio equipment" of any group shopping the PXs, Phillips said.

Relatively speaking, young, single patrons are clothes horses—and not just any duds will do.

"This group is willing to pay for branded goods, but at a savings, so long as they are trendy and have a novel look," said Tess Paquette, Pendleton's general merchandise manager. What's hot? "Anything by Guess, Girbaud, No Fear and Quick Silver, and Hi Tek walking boots," Paquette explained, noting the flip side is flagging interest in suits and Dockers.

Industry executives such as Rick Stohr, military markets manager with 3M/Consumer Products Group, say the young single shopper probably buys the lion's share of photo film and blank audio and video cassettes. And, they're fanatics about car care, too, said the St. Paul, Minnesota-based Stohr, noting single men load up on waxes, tire cleaners, vinyl, and upholstery protectants.

Meanwhile, the Army and Air Force Exchange Service has analyzed its single patron sales trends and greatly refined the universe of this group's purchasing proclivities. It reports Guess apparel, computers, video games, two-pack batteries and small-set kitchenware are purchased disproportionately by singles. Singles account for 80 percent of the sales for $200-and-up bicycles and 85 percent of table top ironing boards and gold wire hangers. Within this exchange system, it is estimated that single patrons buy one-third of all beer

Factoids

The U.S. Armed Forces' demographics by far offer the best opportunities for resellers to reach a key market: single individuals, who traditionally spend more of their discretionary income on products than any other consumer segment. Why is the military so attractive? The single patron makes up **one-third** of the active duty force, compared with just 10.8 percent for the entire civilian population.

Within the services, singles' share of the force ranges from a low of 27.2 percent in the Air Force to a high of 42 percent in the Marine Corps. And sales prospects only improve the closer you look at the numbers. Within the civilian realm, single women comprise a shade less than 6.1 percent of the population, and men a mere 4.7 percent. The military skew is awesome: 31.9 percent of the men and 46.1 percent of the women are singles.

Young, single consumers especially, have a yen to spend on high margin items, but *reaching* them can prove daunting for civilian marketers. Nationwide, singles between the ages of 18 and 24 are but 15.2 percent of this universe. Among unmarried men, only 18.2 percent are 24 and under and unmarried women comprise just 12.9 percent of this marketer's target group.

The military is in a whole 'nother league. Single patrons aged 18 to 25 comprise a whopping 77.4 percent of all singles, ranging from 71.1 percent in the Air Force to 90.5 percent in the USMC. What's more, unmarried men 25 and under comprise 79.2 percent of all single males and women 65.4 percent. ■

Sources: Defense Manpower Data Center and the Bureau of Labor Statistics and may gobble down more than their share of cookies, crackers, peanut butter, candy bars, ice cream, popcorn, and cereal.

Tripling Sales

Oft times, many of these same food items are available in commissaries. Lest anyone think soldiers do nothing but graze on snack foods, Bill Butchko, director of Del Monte's military sales and marketing, recalls the reaction to the San Francisco-based firm's decision to roll out individual-size Lite fruit products on a hunch they would appeal to singles. "We went into AAFES in 1992 and within one year our sales tripled. Compared with the civilian market, the military one is growing 40 percent without our doing anything," Butchko said, adding the challenge now "is to get 100 percent distribution in the commissaries and shoppettes."

Such products virtually sell themselves to single patrons, too, because "they meet the demands of an active lifestyle," Kraft General Food's Craybas contended. "Whether it be our new single serving of filter pack coffee, cold cuts, cheeses, jellos, puddings, drinks, or combination Lunchables, the common element is that they are preferred by singles who are unlikely to make four servings at a time. These single-serving foods can be taken back to the barracks and eaten there," he said. Paul Stitch, a management specialist with the Defense Commissary Agency, reported single patrons' "must buy" lists include after shaves and colognes for men and personal care products for women.

Exchange vendors are not sitting idly by either. American Greetings Corp. will introduce this fall "a convenient assortment of boxed cards, along with gift bags and tags geared to the single patron, who is not looking to buy expensive wraps and ribbons," said Mark Kreymbourg, a national account executive with the Cleveland firm. Still largely under wraps is a new line of singles-oriented "Miss You" line of products soon to be rolled out in exchanges, Kreymbourg added. Meanwhile, buoyed by the belief "the military has a greater percentage of singles than the civilian market," Stohr said this spring 3M debuts a gaggle of promotions aimed at this select group, with incentives ranging from coupons to boom boxes.

Foods

Foods most likely to be purchased by single patrons in commissaries, convenience stores, and exchanges, especially when these products are available in small sizes, or are microwave ready.

Meats: cold cuts and frankfurters

Canned Foods: meat and fruit

Soups: especially ready-to-serve

Frozen Foods: entrees, dinners, snacks, fast foods, and waffles

Combo Foods: marcaroni and cheese and dry pasta salads

Cereals: anything ready-to-eat

Snack Foods: nutritional snacks and shelf-stable single serve snack cups

Toaster Pastries: all kinds

Beverages: aseptic drinks, especially in boxes, sodas, chilled juices and drinks, and isotonics

Vitamin and mineral supplements: especially value brands

Source: Marketing & Management Information, Inc., Bethesda, Maryland

Yet, such programs are anecdotal evidence of a more profound sea-of-change that is sweeping the resale system, remaking it into an innovative, bold, service-oriented retailer of consumer products. Typically, throughout the services, this has been led by a revolution in understanding the patron, more than shuffling product mixes. To focus on one provides insight into all. Painfully aware that single patrons had become a nearly extinct shopper at Camp Pendleton's stores, its retail planners "began intense surveys in early 1993, knowing we had to get some answers and get them quickly," Heath recalled. They surveyed 10 percent of all troops on base and nine percent in civilian housing, assembling those SMART groups to focus "on what our customers want in service, selection and merchandise," she said. To the marine, they desired longer store hours and the chance to buy on-base the same, trendy products found in nearby department stores. In almost a wink this was done, producing startling results: sales of prerecorded music jumped 15 percent and clothing eight percent from year-ago levels. Said Heath: "Our image perception among singles changed drastically, but we know we must aggressively research the 'outside' and stay with trends for our patrons," while Paquette noted the exchange will be totally reset by late winter to cater to all patrons, including a specialty shop modeled on Nordstrom's high-tech-oriented Brass Rail Shop.

SMART BOSSes

A similar survey-merchandising strategy at Camp Lejeune, where 52 percent of the troops are young singles, led to the construction of a new-style exchange mall appealing to the hip generation, consisting of specialty shops with monickers such as Tunes, Gourmet, Audio Express, Arcade Video, Sports-

DEMOGRAPHICS OF THE ACTIVE FORCE

Single	Married	Married with Dependents
33.6%	15.5%	50.9%

Demographics by Service

Army

Single	Married	Married with Dependents
33.4%	15%	51.6%

Navy

Single	Married	Married with Dependents
36.5%	15.2%	48.3%

Marine Corps

Single	Married	Married with Dependents
42%	15.2%	42.8%

Air Force

Single	Married	Married with Dependents
27.2%	16.7%	56.1%

Demographics by Sex

Males

Single	Married	Married with Dependents
31.9%	15.1%	53%

Females

Single	Married	Married with Dependents
46.1%	18%	35.9%

Demographics by Service and Sex

Army

Males

Single	Married	Married with Dependents
32%	14.5%	53.5%

Females

Single	Married	Married with Dependents
42.5%	18.6%	38.9%

Navy

Males

Single	Married	Married with Dependents
34.8%	14.9%	50.3%

Females

Single	Married	Married with Dependents
50.8%	17%	32.2%

Marine Corps

Males

Single	Married	Married with Dependents
41.8%	15%	43.2%

Females

Single	Married	Married with Dependents
45.6%	19.9%	34.5%

Air Force

Males

Single	Married	Married with Dependents
23.8%	16.4%	59.8%

Females

Single	Married	Married with Dependents
46.3%	18.1%	35.6%

Single Patron Focus

Distribution of 18-25 Year Olds as Percentage of All Singles by Service

Army	Navy	Marine Corps	Air Force
81.3%	71.9%	90.5%	71.1%

Distribution of 18-25 Year Olds as Percentage of All Single Patrons by Sex

Males	Females
79.2%	65.4%

Distribution of 18-25 Year Olds as Percentage of All Single Patrons by Sex and Service

Males

Army	Navy	Marine Corps	Air Force
83.1%	73.9%	90.9%	72.4%

Females

Army	Navy	Marine Corps	Air Force
70.3%	58.7%	81.7%	65.7%

Source: Defense Manpower Data Center. Statistics are as of beginning of fiscal year 1994.

man, Jeans Stop, and Expressions, a tony junior's shop. The 160,000-square foot mall, attached to the existing commissary to encourage cross-shopping, also features the ubiqitous food courts and outside, a 12-store strip center with convenience outlets including a dry cleaners, barber, beauty salon, full-service restaurant, pharmacy, as well as optical, package and flower shops. The old PX, incidentally, was refurbished into an Outdoor Adventure store, featuring hiking, camping and hunting merchandise. Its sales are going great guns, too.

The Marines, along with the other services, also recognized that capturing more sales from single patrons in the exchanges meant a vital boost to Morale, Welfare and Recreation programs, which no longer can receive appropriated funds. Conversely, winning these troops' allegiance for MWR is transferred into higher consumption at the resale stores. Consequently, many USMC clubs were totally reprogrammed in mission and activities. Instead of being solely officers' social fortifications, clubs now often feature first-run movies, gyms, libraries and pulsate with DJ-led music.

At Army installations, PX and commissary offerings have been revamped by the BOSS—Better Opportunities for Single Soldiers. Comprised mainly of 18 to 25-year olds, these groups "sit on base AAFES and commissary boards and activities councils to provide input about their needs and requirements, which is important..., since single patrons are 44 percent of the Army, 91 percent are enlisted and of these, 77 percent average 23 years of age," said Wanda Kirkpatrick, the BOSS program manager with the Army's Community and Family Support Center, Alexandria, Virginia. Working with these soldiers, Kirkpatrick said many Army commissaries have "created 'singles sections' stocked with more of the products these young patrons want," while PX's have responded, as well. "Soldiers will spend money on stereo systems, clothing or personal care items, but they won't spent it on junk. They will buy the best," she said, adding, "they want the best deal and as far as product selection, they are trendy. 'Their father's Olds is not for them'." BOSS input produces results, too, Kirkpatrick asserted, recalling the exchange at Ft. Hood, Texas, "created a young men's section with their advice and sold out of everything they had." Many MWR programs now also march to the tune of these young drummers. "Recreation is one of the top three most important things for young troops, but base commanders are not 18 to 25 years old," Kirkpatrick said. To show they were more attuned to this group's needs, many bases reopened shuttered buildings as young soldiers' clubs, created libraries for academic study, organized new field trip and social activities.

Meanwhile, the U.S. Coast Guard last fall initiated similar survey, review, revamp programs. "At each of our 40 stores we will be changing the stock assortment to reflect individual customers' needs and given singles' [relatively high] discretionary incomes, we will be looking at new products they previously couldn't purchase here," said Mark Carscallen, chief of the Coast Guard's exchange systems branch, Washington.

No such changes are in the offing at the Veterans Canteen Service since its stores serve military hospital patients and their families "who generally are older and have different tastes" than young singles, said Jim Donahoe, the St. Louis-based Service director. "Besides," Donahoe said, "when you have a 50,000-square-foot exchange you can carry many product sizes. Our 165 stores, the largest of which is 1,800-square-feet, can stock say two sizes of mouthwash."

No Magic Bullets

Even among the services where single patrons are in significant numbers, plans to revamp and reinvent exchanges and commissaries must take account of another trend: declining numbers of these very same prime customers. In fiscal 1988 they comprised 37.8 percent of all active duty troops. Just two years later the total fell to 35.5 percent and it stood at 33.6 percent at the beginning of fiscal 1994. Stohr notes single patron percentages may decline further as military force downsizing slows new troop recruitment. Refocusing resale efforts on older patrons may be counterproductive, though, as they are the target of early retirement buy-outs, other analysts contend. MAMI's Fowler, for one, asserts despite such shifts in the military's demographics, the resale system "cannot afford to overlook the single patron. They are as vital today as ever.

"That is why it is so important to step up awareness programs, such as the one sponsored by the American Logistics Association, to make sure single patrons know, through magazines and posters, they can save a good part of their paycheck by shopping on base," he said. Creating single patron sections in commissaries would help garner more sales, but Kraft's Craybas advised against seeking "magic bullet" fixes. "Certainly, special sections and extended commissary hours would attract more singles, but we need to look at the situation" from a larger perspective, he said. "Singles usually buy food from meal to meal and very often they buy from convenience stores, such as the 'mini-comms' created in some commissaries that are open when the stores are not," he said. "This is a concept that we ought to study as a cost-effective way to reach more single patrons."

Simply transforming every PX, commissary, and club instantly into singles-friendly outlets is not enough, either. "You don't lose customers overnight and you don't gain them overnight," Heath asserted. "But if you let them know you are listening to them, providing the products they want, they will give you a second chance," she said. "This can take time and you have to stick with it, but the effort is worth it. It is already beginning to pay off." ■

13th Annual Commissary Sales Report

Fiscal Year 1993

By Herman Marshall

The American Logistics Association thanks the Defense Commissary Agency (DeCA) and Marketing & Management Information, Inc. (MAMI) of Bethesda Maryland for their cooperation in providing the data for this report. In particular, we thank Florence Dunn of DeCA's Public Affairs Office and Jay Routzhan, Budget Analyst.

ALA extends its full cooperation to the Defense Commissary Agency with hopes for the continued success of this important military benefit— the commissary.

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Thanks also to Logan Van Tassell and Barbara E. Binder for their help with Lotus and table design.

Commissary Sales Totals with Grocery Produce Figures Shown

Figures as of September 1993

World Totals

Commissary	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
CONUS	4,616,281	79	15	5	-2.3	5,180,898	384,690	74	79.61
Overseas	1,182,418	76	17	6	-3.0	1,572,801	97,064	62	20.39
Total	5,798,699	79	16	6	-2.4	6,753,699	481,754	71	100.00

Totals

Commissary	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Central	823,424	654,182	126,696	42,546	-2.3	935,263	68,619	73	14.20
European	592,794	462,891	99,078	30,825	-9.9	794,484	47,929	60	10.22
Midwest	888,861	714,065	130,921	43,875	-3.0	976,982	74,072	76	15.33
Northeast	768,123	606,180	117,026	44,917	-1.0	812,129	64,010	79	13.25
Northwest	797,287	621,487	125,697	50,103	1.1	947,594	66,441	70	13.75
Southern	1,003,783	795,720	153,355	54,708	-0.1	1,081,144	83,649	77	17.31
Southwest	924,427	722,139	149,995	52,293	-5.3	1,057,565	77,036	73	15.94
Total	5,798,699	4,576,664	902,768	319,267	-2.4	6,605,161	483,225	73	100.00

Coupons Processed in FY93

CONUS

Regions	Numbers	Face Value
Central	51,836,081	40,742,141.00
Southwest	49,380,744	32,612,116.00
Midwest	55,501,971	46,280,322.00
Northeast	41,999,976	31,574,397.00
Southern	59,588,049	45,628,446.00
Northwest	16,592,336	12,153,947.00
Sub-Total	274,899,157	208,991,369.00

OCONUS

Regions	Numbers	Face Value
Europe	10,084,124	5,464,983.00
Northwest (Far East)	3,787,543	2,232,651.00
Northwest (Hawaii)	5,654,907	6,439,059.00
Central	16,655	7,418.00
Southern	945,016	505,663.00
Northeast Region	81,052	34,476.00
Sub-Total	20,569,297	14,684,250.00
Totals	295,468,454	223,675,619.00

FY93 Summary

Regions	Numbers	Face Value
Total Performance Reports	295,468,454	223,675,619.00
No Commissary Name (HQCAAA)	50,340	39,476.19
Air Force Transmittals (HQCDAA)	330	4,775,713.19
Float Transmittals (HQCDDD)	30,925	17,473.40
TSA Transmittals (HQCTSA)	0	11,094.40
SEP Transmittals rec'd in Oct. 92	23,072,127	16,616,648.00
Grand Totals	318,622,176	245,136,024.18

Marketing & Management Information, Inc. (MAMI)

Figures as of September 1993

Grocery

Category	3 Month		12 Month		12 Month % Change vs YAGO					
	Dollar Sales	%CHG vs YAGO	Dollar Sales	%CHG vs YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Ready-To-Eat Cereal	37,495,780	-0.5	146,701,066	0.3	1.4	-0.8	1.7	3.6	-1.0	-0.7
Cookies & Crackers	23,554,402	-4.0	96,159,577	-2.0	-1.3	-1.0	0.1	2.5	-5.7	-2.3
Salty Snacks	16,453,598	-3.9	65,823,902	-3.0	-1.4	-3.9	1.4	0.9	-7.0	-3.8
Cooking/Salad/Olive Oil	5,819,999	-9.1	23,995,111	-8.2	-8.1	-9.2	-7.2	-3.5	-9.9	-7.5
Shelf Stable Mexican Food	5,377,213	-4.0	21,872,717	-2.0	2.1	-2.2	4.4	-2.4	-4.1	-6.3
Spices & Extracts	5,235,003	-4.7	22,435,114	-2.6	-1.6	-2.7	0.7	1.7	-7.1	-2.2
Nutritional Snacks	4,997,910	3.1	19,499,456	6.0	10.4	15.6	-6.6	15.6	4.1	4.8
Dried Rice	4,401,135	-8.9	18,498,512	-3.8	-4.4	-8.0	-2.4	0.8	-2.8	-3.0
Shelf Stable Spaghetti Sauce	4,393,533	-8.4	18,480,323	-2.4	-4.4	-4.0	1.1	4.4	-5.0	-1.5
Pasta	3,851,137	-5.6	15,738,930	-2.5	-2.2	-4.3	0.3	4.1	-4.4	-3.2
Dessert Mixes	3,783,293	-6.9	16,661,230	-1.2	-0.9	0.4	-1.9	1.8	-2.7	-1.8
Dry/Refrigerated Desserts	3,781,239	-6.2	15,842,671	-3.7	-0.6	-3.2	-1.4	-2.0	-7.2	-5.2
Prepared Pasta	3,694,299	-9.1	14,606,971	-10.9	-10.7	-12.1	-10.1	-6.1	-10.8	-11.7
Snack Nuts (jars/cans)	3,684,293	4.2	15,374,628	-3.1	-0.6	-0.2	-2.3	-0.1	-7.0	-4.9
Unpopped Popcorn	3,211,186	-7.1	14,267,725	-3.8	-2.4	-1.8	-1.9	4.9	-9.6	-4.3
Pasta & Rice Side Dish Mix	2,916,022	-3.1	12,150,746	-1.9	-1.7	-4.0	-3.7	3.9	-1.8	-0.4
Toaster Pastries	2,897,009	-6.6	12,033,614	0.2	0.4	2.9	1.4	13.6	-3.1	-3.9
Mac & Cheese/Dry Pasta Salad	2,741,735	-3.5	10,801,591	-3.5	-5.6	-0.1	-1.0	-1.8	-3.9	-6.2
Add To Meat/Dry Pkg Salads	2,626,675	-13.8	11,154,356	-1.3	-3.7	0.8	2.3	12.4	-8.4	0.9
Dry Sauce Mixes	2,569,481	-0.3	10,952,014	0.9	1.5	-0.8	3.5	6.2	-0.8	0.2
Prepared Beans	2,539,572	-7.4	9,490,305	-3.4	-7.8	-6.1	0.7	13.2	-6.4	1.4
Shelf Stable Oriental Foods	2,274,787	-5.0	9,288,650	-3.6	-4.2	-4.6	-5.7	3.4	-2.1	-4.7
Oriental Soup	2,169,092	-3.9	9,697,287	-2.9	-7.0	-2.8	-6.2	1.7	2.0	-3.0
Ketchup	2,069,912	-7.1	8,659,515	-7.5	-6.3	-9.9	-5.7	1.6	-11.0	-5.9
Shelf Stable SS Snack Cups	2,002,827	-8.7	8,332,684	0.3	2.9	5.2	-4.3	-5.6	-2.0	1.0
Dried Fruits	1,965,373	-7.2	9,459,062	-4.8	-7.2	-4.6	0.9	-2.5	-6.1	-6.5
Barbecue Sauce	1,643,933	-1.9	6,066,503	-2.8	2.6	-2.5	-1.4	5.9	-8.8	-4.0
Hot Cereals	1,440,836	-3.3	7,602,083	-0.8	0.5	-1.2	2.6	-0.7	-6.9	2.8
Specialty/Mashed Potatoes	1,373,466	0.3	5,701,564	1.7	-2.9	4.9	-2.7	8.4	2.9	3.5
Shelf Stable Mw Lunches	1,340,241	-18.9	6,039,938	-12.9	-8.2	-12.7	-10.6	-16.2	-20.6	-8.8
Flour	1,027,768	-19.1	4,844,280	-4.0	-5.7	-2.6	-5.3	1.2	-6.9	-1.1
Meat Snacks	663,660	5.8	2,523,587	1.0	13.3	-2.2	-0.8	1.9	4.2	-5.1
Snack Nuts (cello)	368,177	-16.0	1,676,342	-12.8	-7.6	-20.8	-6.1	-21.9	3.4	-24.5

Grocery: Cans, Jars, Bottles

Category	3 Month		12 Month		12 Month % Change vs YAGO					
	Dollar Sales	%CHG vs YAGO	Dollar Sales	%CHG vs YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Soups	11,908,281	-3.0	58,345,130	1.8	-0.3	2.4	2.1	6.4	1.2	2.2
Vegetables/Tomatoes	10,437,318	-8.3	48,433,010	-8.1	-7.2	-8.3	-6.7	-4.3	-10.9	-7.0
Infant Formula	7,715,105	-8.4	32,544,522	1.1	7.8	3.4	-1.4	7.0	4.0	-4.7
Dog Food/Dry	6,753,795	-5.3	28,908,098	-7.5	-5.6	-6.7	-3.1	-5.3	-9.2	-11.8
Canned Fruit	6,397,216	-8.7	32,007,773	-7.4	-6.5	-7.1	-5.9	-6.6	-9.5	-7.5
Canned Meats	6,388,164	-7.3	25,663,002	-3.5	-0.9	-2.1	-4.1	-0.2	-6.1	-4.2
Canned Tuna	5,667,264	0.2	21,442,332	-5.0	-1.8	-5.6	-3.3	-1.6	-9.0	-5.3
Viscous	4,886,560	-10.9	19,268,690	-8.7	-7.6	-6.2	-8.3	-5.8	-11.6	-9.9
Pourable Salad Dressing	4,703,680	-5.1	18,233,686	-2.7	-5.0	-2.1	-6.1	1.8	-2.3	-0.2
Pickles/Relish/Olives	4,460,907	-12.8	19,484,952	-8.8	-7.6	-7.9	-9.3	-2.1	-10.5	-10.1
Dog Food/Wet	4,304,028	-7.0	18,006,979	-5.9	-3.0	-8.6	-5.5	0.9	-6.1	-7.0
Cat Food/Wet	3,904,815	-5.9	16,128,893	-7.3	-4.9	-8.3	-3.9	-5.7	-10.5	-8.4
Peanut Butter	3,894,909	-19.0	16,852,779	-18.1	-19.2	-20.0	-16.7	-9.1	-22.4	-11.4
Canned Tomato Products	3,816,087	-5.7	17,291,863	-6.5	-7.6	-6.2	-6.2	-0.6	-8.2	-5.8
Dog/Cat Snacks	3,161,507	-2.0	13,200,475	-1.3	2.4	1.0	0.2	2.7	-4.9	-5.3
Jam/Jelly/Preserve/Marmalade	3,137,386	-8.0	13,386,524	-4.2	-4.0	-4.6	-4.2	-0.4	-7.8	-1.4
Baby Food	3,065,475	-10.5	13,274,273	-3.7	0.6	-7.4	-1.7	-4.4	-5.4	-4.4
Mayonnaise	2,999,802	-11.5	11,944,460	-8.0	-5.6	-4.9	-7.9	-3.7	-11.2	-9.7
Cat Food/Dry	2,831,346	-3.7	12,036,397	-3.8	-0.9	-5.2	1.2	0.6	-7.7	-6.1
Pancake Syrups	1,961,477	-16.6	8,911,211	-9.0	-8.7	-8.2	-8.9	-6.1	-11.8	-8.3
Semi Moist Dog/Cat Food	801,928	-15.0	3,501,902	-14.9	-15.9	-14.3	-16.6	-7.4	-18.3	-10.2
Honey	286,400	-8.6	1,365,793	-5.9	-6.2	-4.8	-6.1	-1.0	-7.7	-6.3

Beverages

Category	3 Month		12 Month		12 Month % Change vs YAGO					
	Dollar Sales	%CHG vs YAGO	Dollar Sales	%CHG vs YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Carbonated Beverages	36,761,471	-7.2	145,929,894	-6.2	-1.8	-4.2	-4.4	-1.9	-11.8	-8.4
Canned/Bottled Juices/Drinks	14,418,759	-2.4	55,668,075	-2.7	-0.6	-0.8	-1.5	-0.7	-6.4	-3.8
Ground Coffee	9,447,592	-12.0	41,612,824	-9.6	-9.0	-8.4	-9.9	-6.1	-11.0	-10.2
Aseptic Drinks	4,937,422	-0.0	20,084,257	3.6	9.2	4.9	2.8	-4.9	11.2	-6.0
Soluble/Instant Coffee	4,057,763	-2.9	18,253,981	0.6	1.1	1.6	-1.8	7.7	1.9	-1.6
Tea-bags/Instant & Iced Mix	3,905,356	-7.9	14,254,035	-7.4	-5.4	-6.8	-6.8	-4.8	-10.3	-7.1
Isotonics	2,843,024	14.9	7,347,610	5.3	-2.4	17.0	7.7	5.0	-0.8	7.8
Coffee Non-dairy Creamer	2,090,894	8.5	9,028,324	11.4	10.6	12.9	12.9	28.9	4.9	11.4
Evaporated/Condensed Milk	999,223	-8.6	5,614,933	-5.9	-2.8	-6.1	-5.7	-8.7	-6.5	-6.8
Milk Modifiers	989,718	-10.1	4,156,065	-6.8	-7.6	-8.2	-4.3	-2.4	-8.6	-5.9
Specialty Ground/Bean Coffee	524,150	-3.9	2,416,616	5.6	-27.9	7.4	14.3	185.9	2.7	7.6
Powdered Milk	505,584	-8.2	2,250,879	-6.9	-6.3	-2.9	-2.7	-6.2	-13.7	-7.8
Instant Cocoa Mix	456,327	-3.7	4,174,404	5.9	11.7	2.6	5.4	5.6	2.4	7.0

Frozen Foods

Category	3 Month		12 Month		12 Month % Change vs YAGO					
	Dollar Sales	%CHG vs YAGO	Dollar Sales	%CHG vs YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Frozen Juices & Drinks	8,051,185	-17.8	35,131,673	-14.0	-12.8	-10.7	-11.4	-11.7	-18.1	-17.2
Frozen Entrees	7,958,492	-9.7	34,607,374	-6.3	-5.5	-7.9	0.1	-14.5	-8.4	-6.8
Ice Cream/Milk Sherbert Yogurt	7,890,171	-6.7	29,414,010	-3.5	3.4	0.3	-0.7	-4.6	-9.6	-6.7
Frozen Regular Vegetables	6,328,654	-5.8	28,336,881	-4.5	-2.8	-3.7	-4.6	-0.6	-6.3	-5.7
Frozen Pizza	6,144,222	3.6	24,953,661	1.9	1.1	0.0	5.1	9.0	1.2	0.7
Frozen Dinners	5,054,575	-11.7	22,337,219	-10.2	-9.8	-7.5	-13.0	-4.8	-10.7	-11.5
Frozen Raw Chicken	4,959,812	21.7	18,600,363	18.1	22.5	11.8	21.7	6.3	20.9	22.2
Frozen Fish/Shrimp/Seafood	4,924,349	-3.0	22,323,225	-7.0	-6.0	-12.0	-0.2	-9.4	-4.4	-11.2
Frozen Novelties	4,277,100	-7.4	13,925,579	-8.1	-5.8	0.4	-2.6	-11.9	-7.5	-17.3
Frozen Potatoes	3,334,673	-5.0	14,105,403	-5.6	-2.4	-5.9	-6.7	-6.9	-7.0	-5.8
Frozen Prepared Chicken	3,255,020	-0.2	13,252,707	-5.9	-4.3	1.5	-3.2	-4.6	-11.6	-10.6
Frozen Mexican & Oriental	3,165,051	-3.5	12,960,985	-1.6	3.0	-0.9	2.0	0.1	0.2	-7.9
Frozen Fast Food/Snacks	3,120,805	-1.2	12,898,521	-0.6	1.2	5.5	-5.0	2.5	-6.5	1.1
Frozen Waffles	1,948,985	-6.3	8,382,511	-2.6	-6.2	-2.6	-1.2	1.2	-0.7	-3.7
Frozen Sauced Vegetables	799,974	-12.8	3,677,897	-9.3	-28.4	-9.3	-4.1	-7.5	-2.9	-3.5
Frozen Pies	734,531	-17.5	4,966,598	-9.9	-0.7	-9.5	-10.7	-19.7	-6.7	-17.5

Health and Beauty Care

Category	3 Month		12 Month		12 Month % Change vs YAGO					
	Dollar Sales	%CHG vs YAGO	Dollar Sales	%CHG vs YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Diapers/Training Pants/Incontinence	13,349,841	-14.6	56,748,527	-9.4	-9.9	-4.9	-10.5	-14.5	-9.9	-9.3
Analgesics	5,772,706	-2.2	24,204,229	3.5	6.8	2.9	3.6	2.8	2.5	2.5
Toothpaste	4,928,924	-7.5	20,803,469	-3.0	-4.8	-1.0	1.6	0.7	-10.8	0.8
Vitamins & Minerals	4,718,529	6.1	19,161,973	10.6	9.2	9.7	17.0	14.3	12.4	5.6
Feminine Protection	4,713,583	-2.9	19,090,404	-2.4	-0.6	-2.4	-0.6	0.0	-5.0	-3.9
Deodorants	4,018,526	-9.7	15,996,430	-7.5	-7.2	-6.3	-4.9	-9.4	-8.9	-9.1
Shampoo	3,862,837	-13.7	16,358,995	-7.6	-4.4	-6.0	-7.2	-6.1	-14.4	-6.1
Baby Needs	3,460,981	-12.9	14,204,082	-5.1	-4.7	-3.4	-5.7	-0.4	-8.9	-4.3
Hand/Body Lotions & Etc	3,331,575	3.8	14,204,149	5.9	7.4	7.3	7.0	-3.4	7.5	4.2
Stomach Remedies	3,110,631	3.7	12,346,053	4.2	5.5	3.5	8.8	1.9	2.3	3.4
Cough/Cold/Flu/Allergy	2,997,706	-6.1	17,818,278	2.6	4.4	0.5	3.0	1.1	5.3	0.6
Mouthwash/Gargle	2,712,766	-14.6	11,477,965	-7.0	-8.7	-7.3	-0.6	-9.9	-10.0	-6.8
Internal Feminine Protection	1,802,060	-3.2	7,053,527	-1.2	1.7	-0.8	2.4	2.2	-4.8	-5.0
Toothbrushes	1,685,058	-6.6	7,095,190	3.3	7.7	-1.2	6.2	10.0	0.3	2.8
Eyecare/Eyedrops	1,384,617	1.6	5,291,301	3.9	-3.3	8.4	9.3	4.2	8.0	-3.4

Health and Beauty Care (Cont.)

First Aid Products	1,365,961	-5.5	4,709,863	-1.7	-2.0	-5.1	7.4	-13.9	-6.4	3.8
Cream Rinse/Conditioner	1,365,470	-15.1	5,798,129	-8.5	-6.0	-11.4	-11.7	1.5	-13.6	-4.1
Hair Spray	1,093,169	-15.1	4,783,088	-11.9	-6.4	-6.0	-12.8	-18.4	-13.5	-17.7
Suntan Oil/Lotion/Cream	717,307	-0.5	2,038,642	4.5	7.9	-7.2	15.7	-27.1	-0.9	20.4
Feminine Hygiene	673,520	5.2	2,635,076	10.7	26.6	-0.0	-1.9	1.3	22.0	11.5
Facial Astringent/Acne Prep	533,201	-3.3	2,120,407	-2.6	13.6	-7.6	1.8	-15.3	-12.2	-3.3
Setting Lotion	479,983	-17.6	2,166,607	-10.9	-6.9	-16.0	-8.0	-12.7	-7.3	-11.7
Hair Coloring	326,659	13.2	1,285,326	21.7	23.1	0.5	28.7	10.0	124.0	21.1
Hair Dressing	278,106	-5.7	1,149,232	-2.0	3.5	-1.2	-9.0	-8.9	4.5	-6.1
Lip Balm	138,272	8.4	782,056	14.2	23.9	2.1	15.1	31.7	15.0	14.1

Refrigerated Foods

Category	3 Month		12 Month		12 Month % Change vs YAGO					
	Dollar Sales	%CHG vs YAGO	Dollar Sales	%CHG vs YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Cold Cuts	12,772,761	-10.9	50,307,632	-8.4	-8.3	-9.1	-5.1	-3.7	-11.0	-8.0
Processed Cheese	12,009,649	-14.3	51,308,251	-9.8	-9.2	-10.1	-8.7	-2.2	-11.6	-10.7
Natural Cheese	11,297,078	-8.8	48,320,568	-5.8	-6.1	-4.5	-4.4	-1.7	-9.0	-5.2
Frankfurters	6,872,975	-6.2	25,904,335	-7.3	-6.7	-6.7	-4.7	-4.8	-8.6	-9.5
Chilled Juices/Drinks	5,656,594	-4.9	22,955,609	0.5	4.2	7.1	3.4	16.3	-3.7	-5.7
Margarine/Spreads/Blends	5,557,949	-14.8	25,100,775	-10.5	-8.8	-9.8	-10.1	-6.8	-13.0	-11.1
Bacon	5,097,638	-2.5	20,281,257	-5.8	-5.5	-5.8	-4.7	-2.2	-6.9	-6.5
Yogurt	4,060,551	1.5	15,676,570	3.7	6.5	2.7	8.7	5.3	-0.2	0.8
Cottage Cheese	1,657,631	-10.0	6,698,244	-7.8	-7.4	-5.1	-8.1	-5.7	-10.4	-7.6
Cream Cheese	1,579,242	-7.1	7,367,316	-2.1	-1.9	6.0	-3.8	-3.7	-5.0	-3.5
Butter	1,336,516	-3.8	6,328,415	-4.7	-4.7	-3.2	-3.9	-3.7	-7.3	-4.7
Lunch Combinations	1,322,736	10.3	5,298,517	3.2	20.7	8.0	-8.9	20.6	-7.9	-0.9
Sour Cream	1,121,056	-0.1	4,724,802	-1.8	2.2	-1.7	0.3	0.5	-3.5	-5.6
Frozen & Chilled Egg Substitutes	855,162	-8.9	3,684,414	-8.3	-10.7	-7.0	-1.2	-9.7	-11.0	-9.4

Candy/Tobacco

Category	3 Month		12 Month		12 Month % Change vs YAGO					
	Dollar Sales	%CHG vs YAGO	Dollar Sales	%CHG vs YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Cigarettes	114,427,508	-13.6	500,435,912	-2.7	1.0	-7.2	-2.0	-0.4	-2.2	-2.0
Chocolate Candy	8,037,986	-11.3	42,292,898	-7.3	-7.7	-8.8	-8.2	-0.5	-10.8	-2.6
Smokeless Tobacco	3,350,701	7.2	12,990,019	8.2	16.3	1.0	11.0	20.4	9.4	6.0
Gum	2,284,037	1.4	9,379,007	4.0	4.3	3.8	2.7	15.5	2.4	3.6
Hard Roll Candy/Breath Mints	868,968	-15.1	4,067,327	-4.6	-8.7	-7.5	-4.3	1.0	3.8	-8.0

Household Supplies

Category	3 Month		12 Month		12 Month % Change vs YAGO					
	Dollar Sales	%CHG vs YAGO	Dollar Sales	%CHG vs YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Heavy Duty Laundry Detergent	18,443,568	-12.1	78,798,526	-8.1	-8.3	-7.6	-6.7	-7.7	-9.6	-8.1
Toilet Tissue	11,773,980	-5.9	48,750,244	-3.3	-2.6	-1.8	-1.6	0.3	-4.0	-6.4
Hand & Bath Soap	7,944,557	-1.6	31,035,519	1.0	1.5	1.9	3.8	1.7	-3.8	2.4
Paper Towels	7,488,551	-5.0	29,709,762	-3.8	-3.7	-4.3	-0.2	2.5	-6.7	-4.3
Liquid Laundry Detergent	5,843,682	-0.6	23,865,280	-1.5	-3.6	1.9	-3.2	2.0	-2.7	0.4
Fabric Softeners	5,124,831	-6.7	21,997,284	-1.2	-2.4	0.8	0.5	4.4	-3.8	-1.8
Household Cleaners	4,835,611	-7.6	18,712,381	-6.1	-6.1	-5.5	-5.5	-3.1	-5.4	-8.5
Refuse Bags	4,087,903	-9.1	16,370,243	-9.0	-9.6	-8.7	-10.0	-3.5	-11.5	-5.5
Plastic Food Bags/Wrap	3,859,014	-6.6	15,250,255	-3.0	-3.6	-4.0	-1.9	0.6	-6.0	-0.1
Dishwasher Detergents	2,978,166	-8.7	12,423,389	-8.0	-6.3	-10.9	-4.5	-6.4	-10.0	-7.6
Batteries	2,859,297	3.8	11,818,454	4.8	5.7	2.6	5.5	15.6	-0.1	7.6
Dishwashing Liquid	2,786,053	-14.6	11,574,806	-10.6	-13.5	-11.3	-7.5	-6.6	-11.5	-9.4
Air Fresheners	2,760,080	-13.9	11,236,181	-4.0	-5.5	-4.2	-3.9	-0.6	-3.7	-3.6
Insecticide/Insect Repellant	2,627,349	-12.7	7,203,900	-6.2	-6.4	-11.2	1.5	-2.4	-5.8	-5.6
All Fabric Bleach/Presoaks	2,389,554	-10.0	9,323,752	-7.4	-8.0	-5.3	-7.1	-3.4	-8.2	-9.6
Pre-moistened Towelettes	1,830,466	-2.5	7,292,091	-1.8	-1.3	-2.1	-0.7	-1.0	-4.0	-1.3
Toilet Bowl Cleaner/Rfrshrs	1,520,760	-10.1	5,853,366	-0.8	-0.5	2.7	3.3	6.9	-4.8	-4.5
Bleach	1,408,780	-9.0	5,508,579	-8.8	-8.9	-7.8	-8.0	0.3	-10.1	-10.5
Rug Care	1,345,786	-7.0	5,337,132	0.1	1.6	-0.0	7.9	5.5	-5.0	-2.0
Hosiery	1,321,950	-15.8	6,529,557	-11.0	-8.2	-7.3	-11.4	-22.3	-11.4	-13.4
Sponges/Scour Pads/Scrubbrs	1,270,840	-6.8	4,990,280	-1.8	-3.8	-0.5	1.6	0.2	-4.7	-1.7
Ammonia/Disenfectant Cleaner	848,125	-17.4	3,297,022	-7.8	-2.2	-5.7	-7.9	0.3	-6.3	-17.9
Scouring Cleaner	846,006	-16.3	3,441,064	-11.7	-15.5	-13.0	-8.8	-12.3	-12.4	-9.0
Furniture Wax/Polish	829,161	-3.4	3,393,305	-3.1	-4.7	-1.4	-1.7	1.5	-4.8	-3.9
Starch	710,122	-7.5	2,728,279	-6.9	-5.1	-5.7	-9.0	-8.5	-7.0	-8.1
Mops	645,944	-9.6	2,440,169	-8.7	-10.6	-8.5	-4.0	-5.5	-11.2	-9.5
Bath Products	480,742	-18.9	2,201,916	-5.7	-6.9	-11.0	-2.9	-1.3	-11.9	2.7
Drain Cleaner	458,405	5.7	1,797,703	0.3	1.4	2.0	1.9	1.6	-0.1	-3.4
Floor Wax/Polish	423,137	-1.6	1,676,619	-3.1	-5.4	-3.0	4.4	-1.1	-7.6	-3.4
Cloths/Non-paper Towels	372,336	-15.2	1,493,574	-7.8	-11.7	-5.5	-3.6	-1.5	-8.4	-11.6
Auto. Dishwasher Add	343,947	-15.3	1,482,275	-3.0	-3.1	-11.8	-1.5	7.4	-3.8	4.7
Brooms	324,989	-12.3	1,202,994	-7.4	-9.5	-9.9	1.3	-1.9	-12.3	-6.3

DeCA Central Region

Commissary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Bermuda	1	3,463	73	19	8	-21.6	5,607	289	51	0.06
C.M. Price	3	15,068	81	16	4	-1.7	21,344	1,256	59	0.26
Camp Lejeune	3	12,070	74	19	7	n/a	39,225	1,006	26	0.21
Chanute AFB	2	8,239	83	13	4	-42.3	26,840	687	26	0.14
Cherry Point	3	17,339	76	18	7	-8.1	18,655	1,445	77	0.30
Crane	1	625	76	20	4	-10.2	3,129	52	17	0.01
DGSC	2	6,045	79	17	4	-3.7	12,990	504	39	0.10
Ft Ben Harrison	4	20,260	81	14	5	-0.4	14,145	1,688	119	0.35
Ft Bragg	9	60,945	80	15	4	2.3	42,044	5,079	121	1.05
Ft Campbell	8	51,246	80	15	5	2.8	32,242	4,271	132	0.88
Ft Eustis	6	35,323	76	17	7	24.6	27,305	2,944	108	0.61
Ft Knox	7	39,982	82	14	4	-1.5	35,597	3,332	94	0.69
Ft Leavenworth	5	26,077	82	13	5	-0.5	22,674	2,173	96	0.45
Ft Lee	5	28,311	78	16	6	2.0	29,728	2,359	79	0.49
Ft Leonard Wood	5	27,365	81	15	5	-3.8	29,495	2,280	77	0.47
Ft Monroe	2	7,975	82	13	5	-4.7	9,021	665	74	0.14
Ft Sheridan	3	12,589	88	9	2	-11.6	21,417	1,049	49	0.22
Ft Story	2	7,324	96	3	1	13.0	5,079	610	120	0.13
Great Lakes	3	15,302	75	19	7	-3.5	17,859	1,275	71	0.26
Grissom AFB	2	9,187	82	14	4	-20.1	17,021	766	45	0.16
Hadnot Point	2	7,749	76	18	6	-42.1	16,628	646	39	0.13
K.I. Sawyer AFB	2	9,943	80	15	5	-1.7	17,428	829	48	0.17
Langley AFB	7	44,930	81	14	5	-10.8	44,329	3,744	84	0.77
Lexington	1	4,077	90	7	3	-0.9	7,196	340	47	0.07
Little Creek	6	37,455	74	19	8	11.0	44,352	3,121	70	0.65
Little Rock AFB	6	36,171	81	14	5	5.6	30,102	3,014	100	0.62
Mallonee Village	2	8,050	78	16	6	-23.0	11,472	671	58	0.14
McCoy	1	3,843	92	6	2	34.8	8,038	320	40	0.07
New River	1	3,587	75	19	6	-10.3	10,344	299	29	0.06
Norfolk	6	38,457	75	18	6	-9.3	40,800	3,205	79	0.66
Oceana	7	45,180	74	19	7	3.7	36,100	3,765	104	0.78
Pope AFB	1	2,621	84	13	4	9.3	5,774	218	38	0.05
Portsmouth	3	15,890	75	19	6	-8.5	18,300	1,324	72	0.27
Rock Island	1	5,763	85	12	3	-1.6	7,556	480	64	0.10
Scott AFB	7	44,329	81	14	5	-0.6	33,947	3,694	109	0.76
Selfridge	4	20,814	85	12	3	2.8	37,268	1,735	47	0.36
Seymour-Johnson AFB	4	19,951	79	16	5	3.0	20,708	1,663	80	0.34
Tarawa Terrace	2	9,201	77	17	6	-45.8	19,053	767	40	0.16
Whiteman AFB	3	12,163	82	14	4	-0.4	18,313	1,014	55	0.21
Wright-Patterson AFB	7	44,311	81	14	5	-1.2	48,308	3,693	76	0.76
Wurtsmith AFB	1	2,769	83	13	4	-72.4	21,830	231	11	0.05
Yorktown	1	1,435	72	22	6	-33.7	6,000	120	20	0.02
Total		823,424	79	15	5	-2.3	935,263	68,619	73	14.20

DeCA Northeast Region

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Aberdeen	3	13,932	82	14	5	-0.9	30,356	1,161	38	0.24
Andrews AFB	7	47,169	78	16	7	1.3	40,810	3,931	96	0.81
Annapolis	2	8,545	74	18	8	-2.9	13,374	712	53	0.15
ARDEC	1	4,114	84	12	4	1.5	7,541	343	45	0.07
Argentia	1	828	78	16	6	-6.0	5,970	69	12	0.01
Bangor ANGB	2	6,503	85	11	4	3.3	9,470	542	57	0.11
Bolling AFB	5	26,871	76	18	7	1.2	29,716	2,239	75	0.46
Brunswick	2	10,097	77	17	6	-5.5	10,246	841	82	0.17
Cameron Station	6	35,173	76	16	8	-0.7	31,616	2,931	93	0.61
Carlisle Barracks	3	12,083	81	14	5	-1.5	22,171	1,007	45	0.21
Charles E Kelly	2	10,028	88	10	2	2.0	6,956	836	120	0.17
Cutler	1	625	79	17	4	-1.9	2,087	52	25	0.01
Dahlgren	1	1,225	77	17	6	-4.3	4,393	102	23	0.02
Dover AFB	4	23,632	81	15	4	0.1	26,338	1,969	75	0.41
Edgewood	2	7,920	82	13	4	-5.0	13,639	660	48	0.14
Ft Belvoir	9	77,664	77	15	7	-0.6	45,014	6,472	144	1.34
Ft Detrick	1	4,761	81	14	6	156.5	9,273	397	43	0.08
Ft Devens	4	21,993	81	14	5	-8.7	12,770	1,833	144	0.38
Ft Drum	4	22,607	81	15	5	-8.0	26,856	1,884	70	0.39
Ft Hamilton	2	11,754	84	12	4	-3.1	11,990	980	82	0.20
Ft McNair	1	3,962	79	14	7	-6.4	18,047	330	18	0.07
Ft Meade	9	62,133	80	15	5	3.8	40,054	5,178	129	1.07
Ft Monmouth	4	22,685	81	14	5	-0.6	24,154	1,890	78	0.39
Ft Myer	5	24,698	78	15	7	-0.2	35,305	2,058	58	0.43
Ft Ritchie	2	6,304	81	15	4	-3.8	7,382	525	71	0.11
Governor's Island	1	3,543	78	16	7	-2.3	6,700	295	44	0.06
Griffiss AFB	3	18,002	82	14	4	-3.9	17,098	1,500	88	0.31
Hanscom AFB	4	22,505	81	14	5	-3.7	29,728	1,875	63	0.39
Keflavik	2	6,197	75	17	9	0.2	7,784	516	66	0.11
Lakehurst	1	2,861	72	20	9	0.0	6,655	238	36	0.05
Loring AFB	2	8,698	81	14	5	-13.1	19,052	725	38	0.15
McGuire AFB	8	57,752	80	15	6	-3.2	40,837	4,813	118	1.00
Mitchel Field	2	7,489	74	20	6	-7.5	8,782	624	71	0.13
New Cumberland(DDRE)	2	6,415	86	11	3	-4.7	13,487	535	40	0.11
New London	4	23,560	75	18	7	-2.9	20,817	1,963	94	0.41
New York Naval St	1	1,916	81	14	5	11.1	3,536	160	45	0.03
Newport	3	14,242	74	18	8	-3.5	13,421	1,187	88	0.25
Patuxent River	2	8,896	74	19	7	6.9	24,226	741	31	0.15
Philadelphia	2	9,041	76	17	7	-2.3	17,502	753	43	0.16
Plattsburgh AFB	3	13,414	80	15	5	5.0	14,025	1,118	80	0.23

DeCA Northeast Region (cont.)

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Quantico	5	27,634	76	18	6	0.1	19,500	2,303	118	0.48
Scotia	1	4,507	76	18	6	3.8	7,248	376	52	0.08
Seneca	1	2,976	86	12	2	-17.7	5,192	248	48	0.05
Tobyhanna	2	7,313	88	9	3	3.1	9,320	609	65	0.13
Vint Hill	2	8,501	78	16	5	-3.8	10,568	708	67	0.15
Walter Reed	5	25,873	77	17	6	-1.5	4,450	2,156	485	0.45
West Point	4	18,650	79	15	6	1.6	24,188	1,554	64	0.32
Winter Harbor	1	832	80	15	5	1.6	2,485	69	28	0.01
Total		768,123	79	15	6	-1.0	812,129	64,010	79	13.25

DeCA Southern Region

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Albany	1	5,314	73	20	7	-2.8	13,980	443	32	0.09
Arnold AFS	1	5,230	87	10	3	-0.6	8,601	436	51	0.09
Athens	1	2,008	72	21	7	46.7	6,153	167	27	0.03
Avon Park	1	1,705	100	0	0	-6.2	1,650	142	86	0.03
Barksdale AFB	6	35,306	81	14	5	-2.4	31,707	2,942	93	0.61
Camp Merrill	1	467	90	8	3	-10.9	516	39	75	0.01
Cecil Field NS	1	5,188	68	26	7	-12.7	9,326	432	46	0.09
Charleston AFB	5	27,917	80	15	5	-2.6	30,747	2,326	76	0.48
Charleston NS	2	8,834	80	14	5	-9.2	16,332	736	45	0.15
Charleston NWS	4	18,046	79	16	5	-5.9	19,741	1,504	76	0.31
Columbus AFB	2	11,367	82	14	4	0.1	20,828	947	45	0.20
Corozal	5	25,481	77	18	5	6.0	11,564	2,123	184	0.44
Eglin AFB	7	39,654	80	14	6	0.8	46,300	3,305	71	0.68
Espinar	1	3,745	73	21	5	6.8	5,200	312	60	0.06
Ft Benning	7	47,852	80	16	4	-0.3	37,293	3,988	107	0.83
Ft Buchanan	5	28,771	94	0	6	2.1	22,264	2,398	108	0.50
Ft Gillem	5	28,214	81	15	4	1.2	27,280	2,351	86	0.49
Ft Gordon	5	29,254	79	16	6	-1.7	29,926	2,438	81	0.50
Ft Jackson	6	33,558	81	14	5	-0.6	37,771	2,797	74	0.58
Ft McClellan	4	22,204	83	13	4	-0.4	18,799	1,850	98	0.38

DeCA Southern Region (cont.)

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Ft McPherson	1	5,773	81	13	6	1.8	10,092	481	48	0.10
Ft Polk	5	29,587	82	14	4	1.7	24,892	2,466	99	0.51
Ft Rucker	5	26,443	81	15	5	-1.8	27,718	2,204	80	0.46
Ft Stewart	4	23,236	80	16	5	0.5	33,165	1,936	58	0.40
Gulfport	1	5,331	74	20	6	3.0	10,065	444	44	0.09
Gunter AFB	3	12,363	79	16	6	4.3	17,330	1,030	59	0.21
Howard	2	6,543	77	17	5	0.3	5,400	545	101	0.11
Hunter AAF	3	12,835	80	16	4	0.7	28,113	1,070	38	0.22
Hurlburt Fld	4	21,926	79	15	6	2.3	11,917	1,827	153	0.38
Jacksonville	7	44,136	73	20	7	-1.4	36,200	3,678	102	0.76
Keesler AFB	7	43,833	83	13	4	9.4	43,072	3,653	85	0.76
Key West	1	5,240	75	19	7	-7.1	11,980	437	36	0.09
Kings Bay	2	8,256	77	17	6	7.1	15,356	688	45	0.14
MacDill AFB	9	69,065	80	15	5	-1.9	54,534	5,755	106	1.19
Maxwell AFB	5	27,864	73	15	12	0.5	31,580	2,322	74	0.48
Mayport	3	15,191	73	19	7	15.1	11,751	1,266	108	0.26
Memphis	4	19,969	76	18	6	0.1	22,468	1,664	74	0.34
Meridian	1	4,388	74	21	5	1.6	9,900	366	37	0.08
Moody AFB	3	12,399	79	16	5	8.5	17,583	1,033	59	0.21
Myrtle AFB	1	2,899	83	14	4	-74.8	11,272	242	21	0.05
New Orleans	2	10,488	75	19	6	4.2	18,864	874	46	0.18
Orlando	4	20,940	74	19	7	-2.9	31,204	1,745	56	0.36
Parris Island	2	8,222	75	18	7	0.5	11,500	685	60	0.14
Patrick AFB	7	43,184	79	16	5	-0.6	43,560	3,599	83	0.74
Pensacola	5	29,919	74	19	7	0.4	23,250	2,493	107	0.52
Redstone Arsenal	5	30,000	81	14	5	3.0	26,266	2,500	95	0.52
Robbins AFB	4	22,951	81	13	6	-2.7	27,382	1,913	70	0.40
Roosevelt Roads	2	10,335	74	18	8	2.8	9,280	861	93	0.18
Shaw AFB	4	20,166	78	17	5	6.7	23,358	1,681	72	0.35
Tyndall AFB	5	25,297	80	15	5	5.4	26,042	2,108	81	0.44
Whiting Field	1	4,889	74	20	7	5.6	10,072	407	40	0.08
Total		1,003,783	79	15	5	-0.1	1,081,144	83,649	77	17.31

DeCA Southwest Region

Commissary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Alameda	4	20,706	72	22	6	-4.8	22,835	1,726	76	0.36
Barstow	1	4,181	77	17	6	9.5	9,000	348	39	0.07
Beale AFB	3	17,009	81	15	4	-0.9	33,000	1,417	43	0.29
Camp Pendleton	6	35,131	77	17	6	8.6	48,342	2,928	61	0.61
Castle AFB	4	22,878	81	15	4	-4.9	19,980	1,907	95	0.39
China Lake	1	2,980	76	19	5	-7.2	4,572	248	54	0.05
Davis-Monthan	6	36,943	81	14	5	1.9	26,189	3,079	118	0.64
Dugway	1	1,739	78	16	6	-7.6	7,466	145	19	0.03
Edwards AFB	4	18,641	82	14	5	1.6	22,696	1,553	68	0.32
El Centro	1	1,047	79	14	6	-9.3	3,553	87	25	0.02
El Toro	4	22,734	77	17	6	-2.9	25,000	1,895	76	0.39
Fallon	1	3,919	77	18	5	22.9	3,822	327	85	0.07
Ft Huachuca	4	20,641	80	16	5	0.6	23,039	1,720	75	0.36
Ft Irwin	2	10,004	80	16	5	4.1	25,489	834	33	0.17
Ft Ord	7	39,631	78	16	6	-11.5	22,082	3,303	150	0.68
George AFB	1	911	84	13	4	-93.4	13,207	76	6	0.02
Gila Bend AFS	1	386	88	8	4	-8.1	2,663	32	12	0.01
Hamilton	2	10,410	76	16	8	-6.5	17,642	868	49	0.18
Hill AFB	6	30,989	81	14	5	-0.3	26,159	2,582	99	0.53
Holbrook AFS	1	328	87	11	2	-0.6	708	27	39	0.01
Hunter Leggett	1	791	84	12	4	10.2	2,441	66	27	0.01
Imperial Beach	6	32,932	60	33	7	0.3	39,370	2,744	70	0.57
Lemoore	2	9,248	80	16	4	-5.3	18,110	771	43	0.16
Long Beach	5	24,796	75	18	7	-7.1	26,800	2,066	77	0.43
Los Angeles AFB	3	15,443	83	12	5	2.1	23,270	1,287	55	0.27
Luke AFB	6	35,903	83	12	5	0.8	23,700	2,992	126	0.62
March AFB	6	35,094	80	15	5	1.0	48,118	2,925	61	0.61
Mare Island	2	9,973	74	19	7	-8.0	18,600	831	45	0.17
Mather AFB	5	24,072	80	14	5	-28.7	28,011	2,006	72	0.42
McClellan AFB	7	45,074	80	15	5	4.2	34,953	3,756	107	0.78
Miramar	8	59,808	76	17	7	-1.4	38,608	4,984	129	1.03
Moffett Field	4	22,568	75	18	7	-11.9	18,280	1,881	103	0.39
Nellis AFB	8	52,058	83	12	4	0.4	39,401	4,338	110	0.90
North Island	2	8,084	76	15	8	-1.7	14,380	674	47	0.14
Norton AFB	6	30,170	81	14	5	-11.9	36,418	2,514	69	0.52
Oakland	2	7,558	87	10	3	-6.8	15,939	630	40	0.13
Point Mugu	1	3,239	77	17	6	-10.4	8,319	270	32	0.06

DeCA Southwest Region (cont.)

Commissary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Port Hueneme	3	15,758	76	18	7	0.3	14,700	1,313	89	0.27
Presidio San Francisco	4	18,472	77	15	7	-6.3	23,264	1,539	66	0.32
San Diego NS	8	51,940	72	20	7	-4.2	52,288	4,328	83	0.90
San Diego NTC	2	10,331	78	15	7	6.0	14,048	861	61	0.18
San Onofre	1	4,410	79	14	7	-6.1	8,700	368	42	0.08
Sierra	1	1,928	83	13	4	1.9	4,985	161	32	0.03
Skaggs Island	1	24	92	4	4	-77.1	1,603	2	1	0.00
Stockton	1	3,173	76	19	5	-6.4	8,856	264	30	0.05
Travis AFB	7	45,904	79	16	6	-7.2	39,071	3,825	98	0.79
Treasure Island	1	3,312	76	18	6	-8.2	9,696	276	28	0.06
Twentynine Palms	2	10,731	77	18	5	-2.1	15,500	894	58	0.19
Vandenberg AFB	4	19,897	82	14	5	-4.0	26,496	1,658	63	0.34
Williams AFB	3	12,088	84	12	4	-38.9	28,330	1,007	36	0.21
Yuma	2	6,292	78	18	4	-2.3	10,400	524	50	0.11
Yuma Prov Grounds	1	2,148	88	9	3	1.2	7,466	179	24	0.04
Total		924,427	78	16	6	-5.3	1,057,565	77,036	73	15.94

DeCA Northwest/Pacific Region

Commissary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Adak	1	4,504	78	14	8	-13.2	8,480	375	44	0.08
Andersen AFB	4	22,214	77	16	7	-0.9	23,506	1,851	79	0.38
Atsugi	1	5,710	79	12	8	9.7	13,283	476	36	0.10
Bangor	4	18,592	75	17	8	-0.7	24,200	1,549	64	0.32
Barbers Point	2	8,317	73	18	9	-8.5	9,660	693	72	0.14
Bremerton	2	10,259	74	19	7	-4.3	21,616	855	40	0.18
Camp Carroll	1	1,536	61	35	4	7.9	4,201	128	30	0.03
Camp Casey	2	9,924	69	27	4	19.0	3,340	827	248	0.17
Camp Courtney	2	6,747	78	15	7	8.6	13,635	562	41	0.12
Camp Edwards	1	1,032	65	32	3	31.0	4,761	86	18	0.02

DeCA Northwest/Pacific Region (cont.)

Commissary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Camp Foster	4	19,382	77	16	7	6.0	26,207	1,615	62	0.33
Camp Humphreys	1	2,550	72	24	5	-22.1	3,688	213	58	0.04
Camp Kinser	3	12,498	90	7	3	18.8	6,202	1,042	168	0.22
Camp Kure	1	100	100	0	0	26.6	990	8	8	0.00
Camp Page	1	668	72	23	5	-11.1	2,860	56	19	0.01
Camp Stanley	1	2,689	73	23	4	20.9	4,714	224	48	0.05
Camp Zama	1	2,088	84	10	6	7.4	3,464	174	50	0.04
Chinhae	1	786	68	26	6	41.1	1,768	66	37	0.01
Conrad AFS	1	71	100	0	0	-53.3	2,015	6	3	0.00
Eielson AFB	2	8,722	81	13	6	-9.0	16,414	727	44	0.15
Elmendorf AFB	6	32,750	78	16	6	1.6	28,641	2,729	95	0.56
Fairchild AFB	6	32,099	83	12	5	2.3	30,262	2,675	88	0.55
Ft Greely	1	2,378	75	18	7	0.0	6,919	198	29	0.04
Ft Lewis	9	68,273	80	15	6	5.9	39,129	5,689	145	1.18
Ft Richardson	3	16,716	79	16	6	2.6	18,188	1,393	77	0.29
Ft Shafter	2	9,429	87	8	5	2.8	7,447	786	106	0.16
Ft Wainwright	3	17,372	77	17	6	-4.7	22,319	1,448	65	0.30
Guam	4	19,664	75	18	7	2.4	15,303	1,639	107	0.34
Hannam Village	1	1,262	74	20	5	-21.1	3,248	105	32	0.02
Havre AFS	1	86	100	0	0	-47.9	2,015	7	4	0.00
Hickam AFB	8	54,273	80	14	6	2.0	44,144	4,523	102	0.94
Iwakuni	1	4,710	82	13	5	24.7	9,000	393	44	0.08
Kadena	5	27,169	79	14	7	1.4	29,225	2,264	77	0.47
Kaneohe Bay	3	15,909	75	17	8	8.1	26,232	1,326	51	0.27
Kunsan AB	1	2,534	73	20	7	4.8	8,877	211	24	0.04
Malmstrom AFB	3	14,738	83	12	5	-4.1	23,798	1,228	52	0.25
McChord AFB	9	62,306	82	13	5	-6.1	43,676	5,192	119	1.07
Misawa AB	3	16,573	79	13	9	5.4	21,635	1,381	64	0.29
Mt Home AFB	3	13,065	82	13	4	11.9	16,449	1,089	66	0.23
Osan AB	3	17,977	66	27	7	-23.6	21,900	1,498	68	0.31
Pearl Harbor	8	56,242	77	15	8	4.7	39,000	4,687	120	0.97
Powell AFS	1	414	100	0	0	-5.9	2,566	35	13	0.01
Pusan	1	2,755	67	27	6	-4.9	6,146	230	37	0.05
Sagami	1	387	88	8	4	15.9	1,862	32	17	0.01
Sagamihara	2	8,075	81	12	7	21.6	12,217	673	55	0.14
Sasebo	1	2,820	76	16	8	25.2	4,561	235	52	0.05
Schofield Barracks	7	40,598	79	15	7	1.3	29,140	3,383	116	0.70

DeCA Northwest/Pacific Region (cont.)

Commissary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Seattle	3	17,173	75	18	7	0.9	129,960	1,431	11	0.30
Taegu	1	4,952	66	26	8	-8.0	5,823	413	71	0.09
Whidbey Island	4	20,403	74	19	7	-0.8	23,050	1,700	74	0.35
Wilder AFS	1	579	98	1	0	16.0	2,100	48	23	0.01
Yokosuka	3	17,909	79	13	8	21.5	15,176	1,492	98	0.31
Yokota AB	4	18,553	82	12	6	12.9	30,000	1,546	52	0.32
Yongsan	6	38,755	69	25	5	-10.8	32,582	3,230	99	0.67
Total		797,287	78	16	6	1.1	947,594	66,441	70	13.75

DeCA Midwest Region

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Altus AFB	2	11,632	80	15	5	3.1	19,000	969	51	0.20
Beeville	1	286	76	18	6	-83.9	5,464	24	4	0.00
Belle Fourche AFS	1	497	100	0	0	13.0	2,015	41	21	0.01
Bergstrom AFB	5	29,436	80	15	5	-22.5	35,327	2,453	69	0.51
Brooks AFB	2	8,289	81	14	5	-2.6	19,368	691	36	0.14
Cannon AFB	3	13,208	82	14	4	-1.1	17,913	1,101	61	0.23
Carswell AFB	7	41,005	82	13	5	-30.1	48,682	3,417	70	0.71
Corpus Christi	2	8,434	76	18	7	-1.0	14,474	703	49	0.15
Dickinson AFS	1	315	100	0	0	1.6	2,015	26	13	0.01
Dyess AFB	3	15,961	81	14	4	-9.8	20,290	1,330	66	0.28
Ellsworth AFS	3	17,634	82	14	4	-4.1	17,596	1,470	84	0.30
F.E. Warren AFB	3	13,291	81	14	5	-0.8	23,772	1,108	47	0.23
Fitzsimons	2	10,857	79	17	4	-2.7	10,944	905	83	0.19
Forsyth AFS	1	366	100	0	0	0.3	2,015	31	15	0.01
Ft Bliss	8	55,854	80	15	5	-2.6	34,741	4,655	134	0.96
Ft Carson	7	40,097	79	16	5	-0.6	24,606	3,341	136	0.69
Ft Hood	9	63,243	80	16	4	7.6	35,458	5,270	149	1.09
Ft Hood Sub-Fac	2	7,563	83	13	4	4.0	47,218	630	13	0.13
Ft Riley	5	25,667	81	15	4	-9.4	26,210	2,139	82	0.44
Ft Sam Houston	7	44,918	81	14	4	3.0	49,779	3,743	75	0.77

DeCA Midwest Region (cont.)

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Ft Sill	6	36,472	79	17	4	-6.9	38,149	3,039	80	0.63
Goodfellow AFB	2	10,401	81	14	5	-3.6	17,322	867	50	0.18
Grand Forks AFB	3	12,852	82	15	4	-2.3	16,422	1,071	65	0.22
Holloman AFB	3	15,213	80	14	5	5.0	24,668	1,268	51	0.26
Kelly AFB	2	7,982	81	15	4	-4.3	19,176	665	35	0.14
Kingsville	1	2,149	73	20	6	-4.3	8,400	179	21	0.04
Kirtland AFB	6	38,088	79	15	6	-3.9	43,793	3,174	72	0.66
Lackland AFB	7	47,354	80	14	6	3.1	37,156	3,946	106	0.82
LaJunta AFS	1	600	100	0	0	4.3	1,488	50	34	0.01
Laughlin AFB	1	5,065	80	15	4	-6.6	13,534	422	31	0.09
Lowry AFB	7	40,548	80	15	6	1.8	37,258	3,379	91	0.70
McConnell AFB	3	17,147	80	15	5	-5.6	23,100	1,429	62	0.30
Minot AFB	2	11,081	81	14	5	0.1	15,927	923	58	0.19
Offutt AFB	6	35,128	82	14	5	-8.5	42,200	2,927	69	0.61
Peterson AFB	6	38,839	79	15	6	7.5	31,890	3,237	101	0.67
Randolph AFB	8	50,025	80	14	6	5.0	31,750	4,169	131	0.86
Reese AFB	2	7,795	82	13	5	-8.3	15,154	650	43	0.13
Sheppard AFB	4	21,810	81	14	5	3.0	27,383	1,818	66	0.38
Tinker AFB	8	50,562	82	13	5	0.7	29,301	4,214	144	0.87
USAF Academy	4	21,589	77	15	8	21.2	26,141	1,799	69	0.37
Vance AFB	1	5,315	79	16	5	-0.6	12,383	443	36	0.09
White Sands	1	4,293	79	16	5	-5.5	7,500	358	48	0.07
Total		888,861	80	15	5	-3.0	976,982	74,072	76	15.33

DeCA European Region

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Ankara	1	2,469	82	14	4	-22.9	7,648	206	27	0.04
Ansbach	2	6,187	79	17	4	-6.1	11,631	516	44	0.11
Aschaffenberg	1	1,587	77	18	5	-65.5	10,721	132	12	0.03
Athens	1	1,518	99	0	1	-36.8	8,541	127	15	0.03
Augsburg	2	9,364	76	19	5	-5.5	11,717	780	67	0.16

DeCA European Region (cont.)

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Aviano AB	2	6,584	77	15	7	4.4	10,644	549	52	0.11
Babenhausen	1	1,480	81	15	4	-18.8	3,499	123	35	0.03
Bad Aibling	1	2,560	75	19	6	19.2	4,385	213	49	0.04
Bad Hersfeld	1	1,827	81	15	4	-1.3	3,390	152	45	0.03
Bad Kissingen	1	679	83	13	4	-15.6	2,507	57	23	0.01
Bad Kreuznach	1	4,879	76	18	6	-2.5	7,060	407	58	0.08
Bad Nauheim	1	2,762	75	19	5	-1.6	7,172	230	32	0.05
Bamberg	1	4,779	77	18	4	-17.9	10,620	398	38	0.08
Baumholder	2	10,036	76	19	5	-9.3	11,876	836	70	0.17
Berlin	2	10,931	78	17	5	-16.8	17,100	911	53	0.19
Bitburg AB	3	15,013	76	17	7	-0.0	25,815	1,251	48	0.26
Bremerhaven	1	1,710	76	20	4	-63.6	10,458	143	14	0.03
Buedingen	1	914	83	13	4	-13.9	3,200	76	24	0.02
Cairo	1	2,467	94	0	6	26.0	4,133	206	50	0.04
Camp King	1	488	87	10	3	-25.7	13,750	41	3	0.01
Chievres	2	8,715	75	19	6	-4.2	13,000	726	56	0.15
Crailshein	1	948	76	20	5	-19.7	2,643	79	30	0.02
Darmstadt	1	5,754	76	19	5	-16.6	11,088	480	43	0.10
Dexheim	1	1,422	77	18	5	-12.7	7,169	119	17	0.02
Dhahran	1	2,699	95	0	5	45.9	4,752	225	47	0.05
Edzell	1	2,560	77	17	5	3.5	3,646	213	59	0.04
Erlangen	1	2,587	78	18	4	-21.9	15,604	216	14	0.04
Fliegerhorst	1	832	90	7	3	-3.4	1,830	69	38	0.01
Frankfurt	3	16,777	75	19	6	-13.4	19,018	1,398	74	0.29
Fuerth	3	17,239	75	19	5	-11.6	27,290	1,437	53	0.30
Fulda	2	6,915	76	19	5	6.2	7,617	576	76	0.12
Garmisch	1	1,440	77	17	7	6.1	3,937	120	30	0.02
Gelnhausen	1	1,239	80	16	4	-12.9	5,871	103	18	0.02
Germersheim	1	298	89	8	3	-27.8	2,847	25	9	0.01
Giebelstadt	1	658	80	16	4	1.8	1,524	55	36	0.01
Giessen	2	6,994	76	19	5	-27.0	17,079	583	34	0.12
Grafenwoehr	1	4,043	76	18	6	-6.3	6,366	337	53	0.07
Hahn AB	1	3,091	78	17	5	-61.0	20,700	258	12	0.05
Hanau	3	17,098	76	19	5	-20.7	21,120	1,425	67	0.29
Heidelberg	4	22,856	73	20	7	5.5	21,235	1,905	90	0.39
Hohenfels	1	3,067	79	16	5	12.2	10,298	256	25	0.05
Idar Oberstein	1	731	80	16	4	9.5	2,435	61	25	0.01
Illesheim	1	3,070	76	19	5	10.2	4,950	256	52	0.05
Incirlik	2	9,793	83	13	4	9.4	16,109	816	51	0.17
Iraklion	1	2,911	84	13	4	-0.9	4,206	243	58	0.05

DeCA European Region (cont.)

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Izmir	1	3,180	85	13	2	-1.0	6,070	265	44	0.05
Karlsruhe	2	7,140	77	19	5	-5.2	12,507	595	48	0.12
Kelley Barracks	1	1,419	74	18	8	-12.2	9,965	118	12	0.02
Kirchgoens	1	1,293	81	15	4	-24.0	1,296	108	83	0.02
Kitzingen	1	4,864	76	19	5	-0.1	10,974	405	37	0.08
Lajes Field	2	6,126	86	9	5	-5.3	16,592	511	31	0.11
Landstuhl	1	489	100	0	0	-13.6	1,760	41	23	0.01
Livorno	1	4,125	77	17	6	0.8	5,913	344	58	0.07
Mainz	1	3,710	75	20	5	-28.3	1,550	309	199	0.06
Mannheim	3	15,899	75	20	5	3.5	10,661	1,325	124	0.27
McCully Barracks	1	311	91	6	3	-25.2	1,450	26	18	0.01
Menwith Hill	1	3,820	77	17	6	1.8	9,200	318	35	0.07
Mildenhall	1	1,376	98	1	1	-9.2	2,325	115	49	0.02
MISC*		17,646	0	0	0					0.30
Naples	3	14,644	79	16	5	3.0	6,839	1,220	178	0.25
Neubruecke	1	708	81	15	4	-6.7	2,526	59	23	0.01
Oslo	1	1,520	77	18	5	-3.0	4,032	127	31	0.03
Panzer	1	570	79	14	6	-19.0	3,840	48	12	0.01
Patch Barracks	2	8,487	74	20	6	9.7	16,891	707	42	0.15
Pirmasens	1	3,475	77	18	5	-22.5	5,869	290	49	0.06
RAF Alconbury	2	9,834	78	16	5	5.4	22,257	820	37	0.17
RAF Bentwaters	1	4,482	76	18	6	-61.6	12,979	374	29	0.08
RAF Chicksands	1	4,022	77	18	5	-2.8	7,036	335	48	0.07
RAF Fairford	1	1,673	59	38	4	21.0	8,310	139	17	0.03
RAF Lakenheath	4	22,487	77	17	5	-4.5	16,540	1,874	113	0.39
RAF Upper Heyford	3	12,138	76	20	4	-13.7	12,624	1,012	80	0.21
Ramstein AB	6	38,330	77	17	6	3.4	31,468	3,194	102	0.66
Regensburg	1	79	82	16	1	-19.4	770	7	9	0.00
Rhein-Main AB	4	19,927	76	18	5	-11.9	19,448	1,661	85	0.34
Riyadh	2	6,044	92	0	8	26.0	5,207	504	97	0.10
Robinson Barracks	1	4,190	77	18	5	-64.2	16,073	349	22	0.07
Rota	2	10,077	82	13	5	0.9	8,912	840	94	0.17
San Vito AS	1	3,637	77	16	7	-11.9	6,338	303	48	0.06
Schinnen	2	6,941	76	19	5	-3.3	11,553	578	50	0.12
Schwaebisch Hall	1	677	78	18	5	-40.4	4,029	56	14	0.01
Schweinfurt	2	10,447	77	18	4	-0.5	18,444	871	47	0.18
Sembach AB	1	5,987	75	18	7	-3.6	8,308	499	60	0.10
Sigonella	2	7,461	81	13	6	-0.8	9,025	622	69	0.13
Soesterberg	1	5,324	77	18	5	-0.5	12,336	444	36	0.09
Spangdahlem AB	2	9,135	77	17	6	-0.4	11,561	761	66	0.16
Torrejon AB	1	3,007	80	15	5	-56.7	15,839	251	16	0.05

DeCA European Region (cont.)

Commisary	Store Class	Total Store $ Sales ($000)	Grocery %	Meat %	Produce %	Total Sales % Change vs FY92	Total Sq. Ft Sales Area	Avg. Sales per Month ($000)	Avg. Mo. $ Sales/ Sq. Ft	ACV
Trier	1	159	100	0	0	-8.4	1,476	13	9	0.00
Vicenza	2	8,418	77	16	6	-3.3	3,881	702	181	0.15
Vilseck	2	10,283	77	18	5	15.3	16,271	857	53	0.18
Vogelweh AB	4	18,085	76	18	6	-13.3	29,685	1,507	51	0.31
Wiesbaden	3	14,607	75	19	6	-24.0	20,600	1,217	59	0.25
Wildflecken	1	3,125	77	18	5	7.5	5,221	260	50	0.05
Wildflecken Sub-Fac	1	542	89	8	2	-0.4	1,039	45	43	0.01
Worms	1	2,661	76	19	6	-12.5	7,885	222	28	0.05
Wuerzburg	3	13,852	76	19	6	-0.4	16,331	1,154	71	0.24
Zweibruecken	1	2,390	76	18	6	-53.6	13,115	199	15	0.04
Total		592,794	77	17	5	-9.9	794,484	47,929	60	10.22

** Misc includes: CDC's, embassies, and Canadian exchanges charge sales.*

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Rank By FY93 Total Sales

Commissary	Region	Rank FY93 Sales	Rank FY92 Sales	Total FY93 Retail ($000)	Total FY92 Retail ($000)	Rank Sq. Ft. Area	Rank Avg. Mo. $ Sales/Sq. Ft.	Rank ACV
Ft Belvoir	Northeast	1	1	77.664	78.171	10	10	13
MacDill AFB	Southern	2	2	69.065	70.405	2	39	20
Ft Lewis	Northwest	3	4	68.273	64.479	26	8	21
Ft Hood	Midwest	4	9	63.243	58.792	38	7	28
McChord AFB	Northwest	5	3	62.306	66.373	15	23	29
Ft Meade	Northeast	6	6	62.133	59.845	23	15	30
Ft Bragg	Central	7	8	60.945	59.546	19	19	33
Miramar	Southwest	8	5	59.808	60.664	29	16	34
McGuire AFB	Northeast	9	7	57.752	59.650	20	25	36
Pearl Harbor	Northwest	10	13	56.242	53.714	28	20	1
Ft Bliss	Midwest	11	11	55.854	57.353	41	12	39
Hickam AFB	Northwest	12	14	54.273	53.234	13	42	2
Nellis AFB	Southwest	13	15	52.058	51.836	24	29	41
San Diego NS	Southwest	14	12	51.940	54.237	3	76	42
Ft Campbell	Central	15	18	51.246	49.851	46	13	43
Tinker AFB	Midwest	16	17	50.562	50.204	64	9	44
Randolph AFB	Midwest	17	21	50.025	47.655	48	14	45
Ft Benning	Southern	18	20	47.852	47.972	32	37	47
Lockland AFB	Midwest	19	23	47.354	45.946	34	38	49
Andrews AFB	Northeast	20	22	47.169	46.583	21	54	50
Travis AFB	Southwest	21	19	45.904	49.448	27	52	51
Oceana	Central	22	29	45.180	43.581	36	41	52
McClellan AFB	Southwest	23	32	45.074	43.276	40	34	53
Langley AFB	Central	24	16	44.930	50.353	12	73	54
Ft Sam Houston	Midwest	25	28	44.918	43.630	4	104	55
Scott AFB	Central	26	27	44.329	44.590	42	30	56
Wright-Patterson AFB	Central	27	24	44.311	44.829	6	96	57
Jacksonville	Southern	28	26	44.136	44.772	35	43	58
Keesler AFB	Southern	29	37	43.833	40.081	17	72	59
Patrick AFB	Southern	30	30	43.184	43.458	16	78	60
Schofield Barracks	Northwest	31	36	40.598	40.085	66	27	3
Lowry AFB	Midwest	32	38	40.548	39.830	360	351	63
Ft Carson	Midwest	33	35	40.097	40.350	91	11	66
Ft Knox	Central	34	34	39.982	40.593	37	60	67
Eglin AFB	Southern	35	40	39.654	39.332	9	118	68
Ft Ord	Southwest	36	25	39.631	44.791	114	6	69
Peterson AFB	Midwest	37	47	38.839	36.133	47	45	72
Yongsan	Northwest	38	31	38.755	43.423	45	47	4
Norfolk	Central	39	33	38.457	42.409	22	90	74
Ramstein AB	European	40	44	38.330	37.059	51	44	5
Kirtland AFB	Midwest	41	39	38.088	39.628	14	113	77
Little Creek	Central	42	55	37.455	33.753	11	124	78
Davis-Monthan	Southwest	43	45	36.943	36.271	82	26	79
Ft Sill	Midwest	44	41	36.472	39.156	30	86	82
Little Rock AFB	Central	45	51	36.171	34.258	56	46	83
Luke AFB	Southwest	46	48	35.903	35.624	98	17	84
Ft Eustis	Central	47	68	35.323	28.357	72	31	86
Barksdale AFB	Southern	48	46	35.306	36.158	49	62	87

Rank By FY93 Total Sales (cont.)

Commissary	Region	Rank FY93 Sales	Rank FY92 Sales	Total FY93 Retail ($000)	Total FY92 Retail ($000)	Rank Sq. Ft. Area	Rank Avg. Mo. $ Sales/Sq. Ft.	Rank ACV
Cameron Station	Northeast	49	49	35,173	35,425	358	352	88
Camp Pendleton	Southwest	50	57	35,131	32,335	5	155	89
Offutt AFB	Midwest	51	42	35,128	38,396	18	126	90
March AFB	Southwest	52	50	35,094	34,735	7	154	91
Ft Jackson	Southern	53	53	33,558	33,769	31	108	94
Imperial Beach	Southwest	54	56	32,932	32,818	25	127	96
Elmendorf AFB	Northwest	55	58	32,750	32,219	67	56	6
Fairchild AFB	Northwest	56	59	32,099	31,379	55	66	99
Hill AFB	Southwest	57	60	30,989	31,081	83	49	101
Norton AFB	Southwest	58	52	30,170	34,226	359	348	102
Redstone Arsenal	Southern	59	64	30,000	29,118	78	57	103
Pensacola	Southern	60	61	29,919	29,786	102	35	104
Ft Polk	Southern	61	65	29,587	29,085	89	48	105
Ft Gordon	Southern	62	62	29,254	29,769	58	82	106
Ft Buchanan	Southern	63	70	28,771	28,167	111	33	108
Ft Lee	Central	64	72	28,311	27,761	59	88	109
Ft Gillem	Southern	65	71	26,214	27,867	74	68	110
Charleston AFB	Southern	66	66	27,917	28,674	53	99	111
Maxwell AFB	Southern	67	73	27,864	27,721	50	111	113
Quantico	Northeast	68	74	27,634	27,609	127	24	114
Ft Leonard Wood	Central	69	67	27,365	28,436	63	94	115
Kadena	Northwest	70	76	27,169	26,785	65	92	7
Bolling AFB	Northeast	71	78	26,871	26,564	61	103	119
Ft Rucker	Southern	72	75	26,443	26,923	69	87	120
Ft Leavenworth	Central	73	80	26,077	26,204	108	55	122
Walter Reed	Northeast	74	79	25,873	26,278	283	1	123
Ft Riley	Midwest	75	69	25,667	28,315	80	81	125
Corozal	Southern	76	87	25,481	24,038	344	359	8
Tyndall AFB	Southern	77	88	25,297	24,005	85	83	127
Long Beach	Southwest	78	77	24,796	26,694	357	349	128
Ft Myer	Northeast	79	82	24,698	24,738	39	164	129
Dover AFB	Northeast	80	89	23,632	23,600	77	105	132
New London	Northeast	81	84	23,560	24,269	122	58	134
Ft Stewart	Southern	82	95	23,236	23,126	43	163	136
Robbins AFB	Southern	83	90	22,951	23,594	71	126	137
Castle AFB	Southwest	84	86	22,878	24,060	354	353	138
Heidelberg	European	85	101	22,856	21,655	119	63	9
El Toro	Southwest	86	93	22,734	23,419	88	98	139
Ft Monmouth	Northeast	87	96	22,685	22,825	95	91	140
Ft Drum	Northeast	88	83	22,607	24,582	75	125	141
Moffett Field	Southwest	89	81	22,568	25,620	353	355	142
Hanscom AFB	Northeast	90	94	22,505	23,363	60	148	143
RAF Lakenheath	European	91	91	22,487	23,535	156	28	10
Andersen AFB	Northwest	92	98	22,214	22,426	99	89	11
Ft McClellan	Southern	93	99	22,204	22,283	135	50	146
Ft Devens	Northeast	94	85	21,993	24,085	347	357	147
Hurlburt Field	Southern	95	104	21,926	21,442	194	5	148
Sheppard AFB	Midwest	96	105	21,810	21,178	70	136	149

Rank By FY93 Total Sales (cont.)

Commissary	Region	Rank FY93 Sales	Rank FY92 Sales	Total FY93 Retail ($000)	Total FY92 Retail ($000)	Rank Sq. Ft. Area	Rank Avg. Mo. $ Sales/Sq. Ft.	Rank ACV
USAF Academy	Midwest	97	131	21,589	17,809	84	130	150
Orlando	Southern	98	102	20,940	21,567	52	170	151
Selfridge	Central	99	111	20,814	20,246	33	217	152
Alameda	Southwest	100	100	20,706	21,761	106	101	154
Ft Huachuca	Southwest	101	109	20,641	20,528	105	106	155
Whidbey Island	Northwest	102	108	20,403	20,577	104	109	156
Ft Ben Harrison	Central	103	110	20,260	20,336	348	356	157
Shaw AFB	Southern	104	121	20,166	18,899	100	115	158
Memphis	Southern	105	112	19,969	19,940	109	107	159
Seymour-Johnson AFB	Central	106	116	19,951	19,367	123	84	160
Rhein-Main AB	European	107	97	19,927	22,618	128	71	12
Vandenberg AFB	Southwest	108	107	19,897	20,725	76	149	161
Guam	Northwest	109	119	19,664	19,194	169	36	14
Camp Foster	Northwest	110	128	19,382	18,283	81	151	15
West Point	Northeast	111	126	18,650	18,363	94	144	166
Edwards AFB	Southwest	112	127	18,641	18,349	107	131	167
Bangor	Northwest	113	123	18,592	18,729	93	145	168
Yokota AB	Northwest	114	137	18,553	16,431	57	184	16
Presidio San Fran	Southwest	115	114	18,472	19,704	356	347	169
Vogelweh AB	European	116	106	18,085	20,855	62	189	17
Charleston NWS	Southern	117	120	18,046	19,187	126	97	171
Griffiss AFB	Northeast	118	124	18,002	18,724	152	67	172
Osan AB	Northwest	119	92	17,977	23,531	115	132	18
Yokosuka	Northwest	120	148	17,909	14,738	170	51	19
Ellsworth AFS	Midwest	121	125	17,634	18,389	147	74	173
Ft Wainwright	Northwest	122	127	17,372	18,228	110	143	22
Cherry Point	Central	123	122	17,339	18,865	136	93	175
Fuerth	European	124	115	17,239	19,505	73	179	23
Seattle	Northwest	125	135	17,173	17,026	1	325	176
McConnell AFB	Midwest	126	130	17,147	18,166	103	150	177
Hanau	European	127	103	17,098	21,553	120	133	24
Beale AFB	Southwest	128	134	17,009	17,167	44	235	178
Frankfurt	European	129	117	16,777	19,363	132	112	25
Ft Richardson	Northwest	130	138	16,716	16,299	141	95	26
Misawa AB	Northwest	131	140	16,573	15,721	116	146	27
Dyess AFB	Midwest	132	132	15,961	17,704	125	140	180
Kaneohe Bay	Northwest	133	149	15,909	14,715	79	192	31
Mannheim	European	134	143	15,899	15,363	205	18	32
Portsmouth	Central	135	133	15,890	17,374	140	114	181
Port Hueneme	Southwest	136	141	15,758	15,715	172	64	183
Los Angeles AFB	Southwest	137	145	15,443	15,123	101	173	185
Great Lakes	Central	138	139	15,302	15,850	145	117	186
Holloman AFB	Midwest	139	150	15,213	14,492	90	187	187
Mayport	Southern	140	161	15,191	13,195	196	32	188
C.M. Price	Central	141	144	15,068	15,330	118	159	189
Bitburg AB	European	142	146	15,013	15,018	86	204	35
Malmstrom AFB	Northwest	143	142	14,738	15,364	96	182	191
Naples	European	144	153	14,644	14,214	257	4	37

Rank By FY93 Total Sales (cont.)

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Wiesbaden	European	145	118	14,607	19,223	124	158	38
Newport	Northeast	146	147	14,242	14,754	183	65	194
Aberdeen	Northeast	147	155	13,932	14,053	54	249	196
Wuerzburg	European	148	156	13,852	13,912	161	122	40
Plattsburgh AFB	Northeast	149	164	13,414	12,774	176	85	199
F.E. Warren AFB	Midwest	150	158	13,291	13,396	97	216	200
Cannon AFB	Midwest	151	160	13,208	13,352	144	152	201
Mt Home AFB	Northwest	152	172	13,065	11,680	157	138	202
Grand Forks AFB	Midwest	153	162	12,852	13,160	158	142	203
Hunter AAF	Southern	154	165	12,835	12,742	68	250	204
Ft Sheridan	Central	155	152	12,589	14,235	355	341	205
Camp Kinser	Northwest	156	189	12,498	10,523	338	358	46
Moody AFB	Southern	157	177	12,399	11,423	148	160	207
Gunter AFB	Southern	158	170	12,363	11,850	150	157	208
Whiteman AFB	Central	159	167	12,163	12,218	139	172	210
RAF Upper Heyford	European	160	154	12,138	14,061	346	350	48
Carlisle Barracks	Northeast	161	166	12,083	12,270	113	222	211
Ft Hamilton	Northeast	162	168	11,754	12,128	192	80	214
Altus AFB	Midwest	163	179	11,632	11,286	133	188	216
Columbus AFB	Southern	164	178	11,367	11,356	121	220	217
Minot AFB	Midwest	165	183	11,081	11,065	165	166	219
Berlin	European	166	163	10,931	13,140	351	342	61
Fitzsimons	Midwest	167	180	10,857	11,155	204	77	221
Twentynine Palms	Southwest	168	184	10,731	10,966	167	167	224
New Orleans	Southern	169	193	10,488	10,067	134	219	227
Schweinfurt	European	170	190	10,447	10,497	138	214	62
Hamilton	Southwest	171	181	10,410	11,134	146	201	228
Goodfellow AFB	Midwest	172	186	10,401	10,791	151	196	229
Roosevelt Roads	Southern	173	194	10,335	10,049	223	61	64
San Diego NTC	Southwest	174	201	10,331	9,746	175	153	231
Vilseck	European	175	213	10,283	8,918	162	178	65
Bremerton	Northwest	176	187	10,259	10,723	117	244	232
Brunswick	Northeast	177	188	10,097	10,685	212	79	234
Rota	European	178	197	10,077	9,988	229	59	70
Baumholder	European	179	182	10,036	11,068	195	123	71
Charles E Kelly	Northeast	180	199	10,028	9,831	255	22	235
Ft Irwin	Southwest	181	203	10,004	9,612	87	272	236
Mare Island	Southwest	182	185	9,973	10,836	137	226	239
K.I. Sawyer AFB	Central	183	192	9,943	10,115	149	211	241
Camp Casey	Northwest	184	223	9,924	8,336	298	2	73
RAF Alconbury	European	185	206	9,834	9,328	112	259	75
Incirlik	European	186	212	9,793	8,951	163	191	76
Ft Shafter	Northwest	187	209	9,429	9,175	249	40	80
Augsburg	European	188	198	9,364	9,907	197	135	81
Lemoore	Southwest	189	200	9,248	9,769	142	237	246
Grissom AFB	Central	190	176	9,187	11,494	350	339	247
Spangdahlem AB	European	191	208	9,135	9,175	198	139	85
Philadelphia	Northeast	192	207	9,041	9,254	352	336	248

Rank By FY93 Total Sales (cont.)

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Patuxent River	Northeast	193	224	8,896	8,319	92	281	249
Charleston NS	Southern	194	202	8,834	9,731	160	224	250
Eielson AFB	Northwest	195	205	8,722	9,581	159	227	92
Chievres	European	196	210	8,715	9,097	186	171	93
Loring AFB	Northeast	197	196	8,698	10,005	131	251	251
Annapolis	Northeast	198	215	8,545	8,798	184	176	252
Vint Hill	Northeast	199	214	8,501	8,834	208	134	253
Patch Barracks	European	200	230	8,487	7,739	154	239	95
Corpus Christi	Midwest	201	217	8,434	8,523	173	203	254
Vicenza	European	202	216	8,418	8,705	290	3	97
Barbers Point	Northwest	203	211	8,317	9,086	219	116	98
Brooks AFB	Midwest	204	218	8,289	8,510	129	266	255
Kings Bay	Southern	205	231	8,256	7,712	168	225	256
Parris Island	Southern	206	226	8,222	8,179	200	156	257
North Island	Southwest	207	225	8,084	8,227	174	215	259
Sagamihara	Northwest	208	241	8,075	6,642	191	174	100
Mallonee Village	Central	209	191	8,050	10,458	201	162	260
Kelly AFB	Midwest	210	221	7,982	8,337	130	268	261
Ft Monroe	Central	211	220	7,975	8,372	226	110	262
Edgewood	Northeast	212	222	7,920	8,336	179	205	263
Reese AFB	Midwest	213	219	7,795	8,500	171	236	264
Ft Hood Sub-Fac	Midwest	214	234	7,563	7,270	8	320	265
Oakland	Southwest	215	227	7,558	8,110	164	245	266
Mitchel Field	Northeast	216	228	7,489	8,097	232	120	267
Sigonella	European	217	233	7,461	7,520	225	129	107
Ft Story	Central	218	245	7,324	6,481	275	21	268
Tobyhanna	Northeast	219	236	7,313	7,094	222	141	269
Karlsruhe	European	220	232	7,140	7,529	188	210	112
Giessen	European	221	204	6,994	9,586	153	270	116
Schinnen	European	222	235	6,941	7,175	199	195	117
Fulda	European	223	244	6,915	6,513	243	100	118
Camp Courtney	Northwest	224	251	6,747	6,215	180	240	121
Aviano AB	European	225	248	6,584	6,308	206	183	124
Howard	Southern	226	243	6,543	6,521	337	354	126
Bangor ANGB	Northeast	227	249	6,503	6,298	220	169	272
New Cumberland(DDRE)	Northeast	228	240	6,415	6,730	182	243	273
Ft Ritchie	Northeast	229	238	6,304	6,913	250	119	274
Yuma	Southwest	230	247	6,292	6,437	209	193	275
Keflavik	Northeast	231	253	6,197	6,186	241	137	276
Ansbach	European	232	242	6,187	6,587	345	337	130
Lajes Field	European	233	246	6,126	6,468	155	280	131
DGSC	Central	234	250	6,045	6,279	187	246	278
Riyadh	European	235	272	6,044	4,797	274	53	133
Sembach AB	European	236	252	5,987	6,213	341	346	135
Ft McPherson	Southern	237	257	5,773	5,670	213	208	283
Rock Island	Central	238	255	5,763	5,857	244	147	284
Darmstadt	European	239	239	5,754	6,898	202	234	144
Atsugi	Northwest	240	265	5,710	5,204	185	264	145

Rank By FY93 Total Sales (cont.)

Commissary	Region	Rank FY93 Sales	Rank FY92 Sales	Total FY93 Retail ($000)	Total FY92 Retail ($000)	Rank Sq. Ft. Area	Rank Avg. Mo. $ Sales/Sq. Ft.	Rank ACV
Gulfport	Southern	241	268	5,331	5,175	215	229	289
Soesterberg	European	242	262	5,324	5,351	190	262	153
Vance AFB	Midwest	243	263	5,315	5,349	189	265	290
Albany	Southern	244	259	5,314	5,465	177	277	291
Key West	Southern	245	258	5,240	5,639	193	260	292
Arnold AFS	Southern	246	264	5,230	5,259	234	190	293
Cecil Field NS	Southern	247	254	5,188	5,946	221	218	294
Laughlin AFB	Midwest	248	260	5,065	5,422	181	279	295
Taegu	Northwest	249	169	4,952	5,381	270	121	162
Whiting Field	Southern	250	275	4,889	4,631	214	241	298
Bad Kreuznach	European	251	270	4,879	5,005	339	343	163
Kitzingen	European	252	271	4,864	4,870	203	258	164
Bamberg	European	253	256	4,779	5,821	207	254	165
Iwakuni	Northwest	254	291	4,710	3,776	227	232	170
Scotia	Northeast	255	280	4,507	4,343	251	180	300
Adak	Northwest	256	266	4,504	5,191	236	228	174
San Onofre	Southwest	257	273	4,410	4,695	233	238	301
Meridian	Southern	258	281	4,388	4,318	217	257	302
White Sands	Midwest	259	277	4,293	4,541	246	207	303
Barstow	Southwest	260	290	4,181	3,820	228	247	304
Livorno	European	261	287	4,125	4,094	267	165	179
ARDEC	Northeast	262	288	4,114	4,053	245	221	305
Lexington	Central	263	286	4,077	4,113	340	340	306
Grafenwoehr	European	264	282	4,043	4,317	260	177	182
RAF Chicksands	European	265	284	4,022	4,138	254	209	184
Ft McNair	Northeast	266	283	3,962	4,232	143	309	308
Fallon	Southwest	267	304	3,919	3,189	291	70	309
McCoy	Central	268	310	3,843	2,851	239	242	310
Menwith Hill	European	269	292	3,820	3,753	224	269	190
Espinar	Southern	270	297	3,745	3,507	336	345	192
Mainz	European	271	267	3,710	5,176	331	360	193
San Vito AS	European	272	285	3,637	4,128	261	206	195
New River	Central	273	289	3,587	4,000	210	285	311
Governor's Island	Northeast	274	293	3,543	3,625	258	230	313
Pirmasens	European	275	278	3,475	4,483	269	199	197
Bermuda	Central	276	279	3,463	4,419	272	186	198
Treasure Island	Southwest	277	296	3,312	3,607	218	287	314
Point Mugu	Southwest	278	295	3,239	3,615	238	273	316
Izmir	European	279	301	3,180	3,213	264	231	206
Stockton	Southwest	280	298	3,173	3,391	231	284	318
Wildflecken	European	281	307	3,125	2,906	273	197	209
Illesheim	European	282	312	3,070	2,786	277	181	212
Hohenfels	European	283	313	3,067	2,733	211	294	213
Torrejon AB	European	284	237	3,007	6,939	349	333	215
China Lake	Southwest	285	302	2,980	3,211	281	175	320
Iraklion	European	286	306	2,911	2,936	335	344	218
Lakehurst	Northeast	287	309	2,861	2,861	259	263	321
Sasebo	Northwest	288	319	2,820	2,253	282	185	220

Rank By FY93 Total Sales (cont.)

Commissary	Region	Rank FY93 Sales	Rank FY92 Sales	Total FY93 Retail ($000)	Total FY92 Retail ($000)	Rank Sq. Ft. Area	Rank Avg. Mo. $ Sales/Sq. Ft.	Rank ACV
Bad Nauheim	European	289	311	2,762	2,806	252	276	222
Pusan	Northwest	290	308	2,755	2,896	263	255	223
Dhahran	European	291	330	2,699	1,850	279	213	225
Camp Stanley	Northwest	292	321	2,689	2,225	280	212	226
Worms	European	293	305	2,661	3,040	240	288	230
Pope AFB	Central	294	317	2,621	2,397	271	253	325
Erlangen	European	295	299	2,587	3,312	166	318	233
Edzell	European	297	314	2,560	2,474	293	161	237
Bad Aibling	European	296	323	2,560	2,148	285	202	238
Camp Humphreys	Northwest	298	300	2,550	3,274	292	168	240
Kunsan AB	Northwest	299	315	2,534	2,418	230	298	242
Ankara	European	300	303	2,469	3,203	242	292	243
Cairo	European	301	325	2,467	1,958	287	198	244
Ft Greely	Northwest	302	318	2,378	2,378	256	286	245
Kingsville	Midwest	303	320	2,149	2,245	237	304	329
Yuma Prov Grnds	Southwest	304	324	2,148	2,123	247	296	330
Camp Zama	Northwest	305	326	2,088	1,945	297	194	258
Athens	Southern	306	316	2,008	1,369	262	290	332
Sierra	Southwest	307	327	1,928	1,892	276	275	333
New York Naval St	Northeast	308	334	1,916	1,724	295	223	334
Bad Hersfeld	European	309	329	1,827	1,851	333	338	270
Dugway	Southwest	310	328	1,739	1,882	248	308	337
Avon Park	Southern	311	332	1,705	1,817	320	69	338
RAF Fairford	European	312	343	1,673	1,382	342	334	271
Aschaffenberg	European	313	276	1,587	4,605	343	331	277
Camp Carroll	Northwest	314	342	1,536	1,423	286	283	279
Oslo	European	315	339	1,520	1,567	288	278	280
Athens	European	316	344	1,518	2,401	235	317	281
Babenhausen	European	317	331	1,480	1,822	296	267	282
Garmisch	European	318	345	1,440	1,358	289	282	285
Yorktown	Central	319	322	1,435	2,165	265	306	340
Dexheim	European	320	336	1,422	1,628	253	315	286
Kelley Barracks	European	321	337	1,419	1,616	216	323	287
Mildenhall	European	322	340	1,376	1,516	310	200	288
Kirchgoens	European	323	335	1,293	1,701	325	75	296
Hannam Village	Northwest	324	338	1,262	1,600	299	274	297
Gelnhausen	European	325	341	1,239	1,423	268	312	299
Dahlgren	Northeast	326	346	1,225	1,280	284	300	341
El Centro	Southwest	327	348	1,047	1,154	294	295	344
Camp Edwards	Northwest	328	355	1,032	788	278	310	307
Buedingen	European	329	350	914	1,062	300	297	312
Fliegerhorst	European	330	352	832	861	317	252	315
Winter Harbor	Northeast	331	353	832	819	308	289	345
Argentia	Northeast	332	351	828	881	266	324	317
Hunter Leggett	Southwest	333	358	791	718	309	291	346
Chinhae	Northwest	334	367	786	557	318	256	319
Idar Oberstein	European	335	361	731	668	332	335	322
Neubruecke	European	336	356	708	759	306	299	323

Rank By FY93 Total Sales (cont.)

Commissary	Region	Rank FY93 Sales	Rank FY92 Sales	Total FY93 Retail ($000)	Total FY92 Retail ($000)	Rank Sq. Ft. Area	Rank Avg. Mo. $ Sales/Sq. Ft.	Rank ACV
Bad Kissingen	European	337	354	679	805	307	303	324
Camp Page	Northwest	338	357	668	751	302	307	326
Giebelstadt	European	339	363	658	646	321	261	327
Crane	Central	340	360	625	696	301	314	348
Cutler	Northeast	341	364	625	637	312	293	347
LaJunta AFS	Midwest	342	365	600	575	322	271	350
Wilder AFS	Northwest	343	370	579	499	311	302	351
Panzer	European	344	359	570	703	334	332	328
Wildflecken Sub-Fac	European	345	368	542	544	326	233	331
Belle Fourche AFS	Midwest	346	372	497	440	313	305	352
Landstuhl	European	347	366	489	566	319	301	335
Camp King	European	348	362	488	657	178	330	336
Camp Merrill	Southern	349	369	467	524	330	102	353
Powell AFS	Northwest	350	371	414	440	305	319	354
Sagami	Northwest	351	378	387	334	316	313	339
Gila Bend AFS	Southwest	352	373	386	420	304	322	356
Forsyth AFS	Midwest	353	376	366	365	314	316	357
Holbrook AFS	Southwest	354	379	328	330	329	248	358
Dickinson AFS	Midwest	355	380	315	310	315	321	359
McCully Barracks	European	356	374	311	416	324	311	342
Germersheim	European	357	375	298	413	303	327	343
Trier	European	358	381	159	174	323	326	349
Camp Kure	Northwest	359	386	100	79	327	329	355
Regensburg	European	360	385	79	98	328	328	360

Rank By Total Square Feet Sales Area

Rank	Store	Region	Total SQ FT	Rank	Store	Region	Total SQ FT	Rank	Store	Region	Total SQ FT
1	Seattle	Northwest	129,960	16	Patrick AFB	Southern	43,560	31	Ft Jackson	Southern	37,771
2	MacDill AFB	Southern	54,534	17	Keesler AFB	Southern	43,072	32	Ft Benning	Southern	37,293
3	San Diego NS	Southwest	52,288	18	Offutt AFB	Midwest	42,200	33	Selfridge	Central	37,268
4	Ft Sam Houston	Midwest	49,779	19	Ft Bragg	Central	42,044	34	Lackland AFB	Midwest	37,156
5	Camp Pendleton	Southwest	48,342	20	McGuire AFB	Northeast	40,837	35	Jacksonville	Southern	36,200
6	Wright-Patterson AFB	Central	48,308	21	Andrews AFB	Northeast	40,810	36	Oceana	Central	36,100
7	March AFB	Southwest	48,118	22	Norfolk	Central	40,800	37	Ft Knox	Central	35,597
8	Ft Hood Sub-Fac	Midwest	47,218	23	Ft Meade	Northeast	40,054	38	Ft Hood	Midwest	35,458
9	Eglin AFB	Southern	46,300	24	Nellis AFB	Southwest	39,401	39	Ft Myer	Northeast	35,305
10	Ft Belvoir	Northeast	45,014	25	Imperial Beach	Southwest	39,370	40	McClellan AFB	Southwest	34,953
11	Little Creek	Central	44,352	26	Ft Lewis	Northwest	39,129	41	Ft Bliss	Midwest	34,741
12	Langley AFB	Central	44,329	27	Travis AFB	Southwest	39,071	42	Scott AFB	Central	33,947
13	Hickam AFB	Northwest	44,144	28	Pearl Harbor	Northwest	39,000	43	Ft Stewart	Southern	33,165
14	Kirtland AFB	Midwest	43,793	29	Miramar	Southwest	38,608	44	Beale AFB	Southwest	33,000
15	McChord AFB	Northwest	43,676	30	Ft Sill	Midwest	38,149	45	Yongsan	Northwest	32,582

Rank By Total Square Feet Sales Area (cont.)

Rank	Store	Region	Total SQ FT
46	Ft Campbell	Central	32,242
47	Peterson AFB	Midwest	31,890
48	Randolph AFB	Midwest	31,750
49	Barksdale AFB	Southern	31,707
50	Maxwell AFB	Southern	31,580
51	Ramstein AB	European	31,468
52	Orlando	Southern	31,204
53	Charleston AFB	Southern	30,747
54	Aberdeen	Northeast	30,356
55	Fairchild AFB	Northwest	30,262
56	Little Rock AFB	Central	30,102
57	Yokota AB	Northwest	30,000
58	Ft Gordon	Southern	29,926
59	Ft Lee	Central	29,728
60	Hanscom AFB	Northeast	29,728
61	Bolling AFB	Northeast	29,716
62	Vogelweh AB	European	29,685
63	Ft Leonard Wood	Central	29,495
64	Tinker AFB	Midwest	29,301
65	Kadena	Northwest	29,225
66	Schofield Barracks	Northwest	29,140
67	Elmendorf AFB	Northwest	28,641
68	Hunter AAF	Southern	28,113
69	Ft Rucker	Southern	27,718
70	Sheppard AFB	Midwest	27,383
71	Robbins AFB	Southern	27,382
72	Ft Eustis	Central	27,305
73	Fuerth	European	27,290
74	Ft Gillem	Southern	27,280
75	Ft Drum	Northeast	26,856
76	Vandenberg AFB	Southwest	26,496
77	Dover AFB	Northeast	26,338
78	Redstone Arsenal	Southern	26,266
79	Kaneohe Bay	Northwest	26,232
80	Ft Riley	Midwest	26,210
81	Camp Foster	Northwest	26,207
82	Davis-Monthan	Southwest	26,189
83	Hill AFB	Southwest	26,159
84	USAF Academy	Midwest	26,141
85	Tyndall AFB	Southern	26,042
86	Bitburg AB	European	25,815
87	Ft Irwin	Southwest	25,489
88	El Toro	Southwest	25,000
89	Ft Polk	Southern	24,892
90	Holloman AFB	Midwest	24,668
91	Ft Carson	Midwest	24,606
92	Patuxent River	Northeast	24,226
93	Bangor	Northwest	24,200
94	West Point	Northeast	24,188
95	Ft Monmouth	Northeast	24,154
96	Malmstrom AFB	Northwest	23,798
97	F.E. Warren AFB	Midwest	23,772
98	Luke AFB	Southwest	23,700
99	Andersen AFB	Northwest	23,506
100	Shaw AFB	Southern	23,358
101	Los Angles AFB	Southwest	23,270
102	Pensacola	Southern	23,250
103	McConnell AFB	Midwest	23,100
104	Whidbey Island	Northwest	23,050
105	Ft Huachuca	Southwest	23,039
106	Alameda	Southwest	22,835
107	Edwards AFB	Southwest	22,696
108	Ft Leavenworth	Central	22,674
109	Memphis	Southern	22,468
110	Ft Wainwright	Northwest	22,319
111	Ft Buchanan	Southern	22,264
112	RAF Alconbury	European	22,257
113	Carlisle Barracks	Northeast	22,171
114	Ft Ord	Southwest	22,082
115	Osan AB	Northwest	21,900
116	Misawa AB	Northwest	21,635
117	Bremerton	Northwest	21,616
118	C.M. Price	Central	21,344
119	Heidelberg	European	21,235
120	Hanau	European	21,120
121	Columbus AFB	Southern	20,828
122	New London	Northeast	20,817
123	Seymour-Johnson AFB	Central	20,708
124	Wiesbaden	European	20,600
125	Dyess AFB	Midwest	20,290
126	Charleston NWS	Southern	19,741
127	Quantico	Northeast	19,500
128	Rhein-Main AB	European	19,448
129	Brooks AFB	Midwest	19,368
130	Kelly AFB	Midwest	19,176
131	Loring AFB	Northeast	19,052
132	Frankfurt	European	19,018
133	Altus AFB	Midwest	19,000
134	New Orleans	Southern	18,864
135	Ft McClellan	Southern	18,799
136	Cherry Point	Central	18,655
137	Mare Island	Southwest	18,600
138	Whiteman AFB	Central	18,313
139	Portsmouth	Central	18,300
140	Ft Richardson	Northwest	18,188
141	Lemoore	Southwest	18,110
142	Ft McNair	Northeast	18,047
143	Cannon AFB	Midwest	17,913
144	Great Lakes	Central	17,859
145	Hamilton	Southwest	17,642
146	Ellsworth AFS	Midwest	17,596
147	Moody AFB	Southern	17,583
148	K.I. Sawyer AFB	Central	17,428
149	Gunter AFB	Southern	17,330
150	Goodfellow AFB	Midwest	17,322
151	Griffiss AFB	Northeast	17,098
152	Giessen	European	17,079
153	Patch Barracks	European	16,891
154	Lajes Field	European	16,592
155	RAF Lakenheath	European	16,540
156	Mt Home AFB	Northwest	16,449
157	Grand Forks AFB	Midwest	16,422
158	Eielson AFB	Northwest	16,414
159	Charleston NS	Southern	16,332
160	Wuerzburg	European	16,331
161	Vilseck	European	16,271
162	Incirlik	European	16,109
163	Oakland	Southwest	15,939
164	Minot AFB	Midwest	15,927
165	Erlangen	European	15,604
166	Twentynine Palms	Southwest	15,500
167	Kings Bay	Southern	15,356
168	Guam	Northwest	15,303
169	Yokosuka	Northwest	15,176
170	Reese AFB	Midwest	15,154
171	Port Hueneme	Southwest	14,700
172	Corpus Christi	Midwest	14,474
173	North Island	Southwest	14,380
174	San Diego NTC	Southwest	14,048
175	Plattsburgh AFB	Northeast	14,025
176	Albany	Southern	13,980
177	Camp King	European	13,750
178	Edgewood	Northeast	13,639
179	Camp Courtney	Northwest	13,635
180	Laughlin AFB	Midwest	13,534
181	New Cumberland(DDRE)	Northeast	13,487
182	Newport	Northeast	13,421
183	Annapolis	Northeast	13,374
184	Atsugi	Northwest	13,283
185	Chievres	European	13,000
186	DGSC	Central	12,990

Rank By Total Square Feet Sales Area

Rank	Store	Region	Total SQ FT
187	Karlsruhe	European	12,507
188	Vance AFB	Midwest	12,383
189	Soesterberg	European	12,336
190	Sagamihara	Northwest	12,217
191	Ft Hamilton	Northeast	11,990
192	Key West	Southern	11,980
193	Hurlburt Fld	Southern	11,917
194	Baumholder	European	11,876
195	Mayport	Southern	11,751
196	Augsburg	European	11,717
197	Spangdahlem AB	European	11,561
198	Schinnen	European	11,553
199	Parris Island	Southern	11,500
200	Mallonee Village	Central	11,472
201	Darmstadt	European	11,088
202	Kitzingen	European	10,974
203	Fitzsimons	Midwest	10,944
204	Mannheim	European	10,661
205	Aviano AB	European	10,644
206	Bamberg	European	10,620
207	Vint Hill	Northeast	10,568
208	Yuma	Southwest	10,400
209	New River	Central	10,344
210	Hohenfels	European	10,298
211	Brunswick	Northeast	10,246
212	Ft McPherson	Southern	10,092
213	Whiting Field	Southern	10,072
214	Gulfport	Southern	10,065
215	Kelley Barracks	European	9,965
216	Meridian	Southern	9,900
217	Treasure Island	Southwest	9,696
218	Barbers Point	Northwest	9,660
219	Bangor ANGB	Northeast	9,470
220	Cecil Field NS	Southern	9,326
221	Tobyhanna	Northeast	9,320
222	Roosevelt Roads	Southern	9,280
223	Menwith Hill	European	9,200
224	Sigonella	European	9,025
225	Ft Monroe	Central	9,021
226	Iwakuni	Northwest	9,000
227	Barstow	Southwest	9,000
228	Rota	European	8,912
229	Kunsan AB	Northwest	8,877
230	Stockton	Southwest	8,856
231	Mitchel Field	Northeast	8,782
232	San Onofre	Southwest	8,700
233	Arnold AFS	Southern	8,601
234	Athens	European	8,541
235	Adak	Northwest	8,480
236	Kingsville	Midwest	8,400
237	Point Mugu	Southwest	8,319
238	McCoy	Central	8,038
239	Worms	European	7,885
240	Keflavik	Northeast	7,784
241	Ankara	European	7,648
242	Fulda	European	7,617
243	Rock Island	Central	7,556
244	ARDEC	Northeast	7,541
245	White Sands	Midwest	7,500
246	Yuma Prov Grnds	Southwest	7,466
247	Dugway	Southwest	7,466
248	Ft Shafter	Northwest	7,447
249	Ft Ritchie	Northeast	7,382
250	Scotia	Northeast	7,248
251	Bad Nauheim	European	7,172
252	Dexheim	European	7,169
253	RAF Chicksands	European	7,036
254	Charles E Kelly	Northeast	6,956
255	Ft Greely	Northwest	6,919
256	Naples	European	6,839
257	Governor's Island	Northeast	6,700
258	Lakehurst	Northeast	6,655
259	Grafenwoehr	European	6,366
260	San Vito AS	European	6,338
261	Athens	Southern	6,153
262	Pusan	Northwest	6,146
263	Izmir	European	6,070
264	Yorktown	Central	6,000
265	Argentia	Northeast	5,970
266	Livorno	European	5,913
267	Gelnhausen	European	5,871
268	Pirmasens	European	5,869
269	Taegu	Northwest	5,823
270	Pope AFB	Central	5,774
271	Bermuda	Central	5,607
272	Wildflecken	European	5,221
273	Riyadh	European	5,207
274	Ft Story	Central	5,079
275	Sierra	Southwest	4,985
276	Illesheim	European	4,950
277	Camp Edwards	Northwest	4,761
278	Dhahran	European	4,752
279	Camp Stanley	Northwest	4,714
280	China Lake	Southwest	4,572
281	Sasebo	Northwest	4,561
282	Walter Reed	Northeast	4,450
283	Dahlgren	Northeast	4,393
284	Bad Aibling	European	4,385
285	Camp Carroll	Northwest	4,201
286	Cairo	European	4,133
287	Oslo	European	4,032
288	Schwaebisch Hall	European	4,029
289	Garmisch	European	3,937
290	Vicenza	European	3,881
291	Fallon	Southwest	3,822
292	Camp Humphreys	Northwest	3,688
293	Edzell	European	3,646
294	El Centro	Southwest	3,553
295	New York Naval St	Northeast	3,536
296	Babenhausen	European	3,499
297	Camp Zama	Northwest	3,464
298	Camp Casey	Northwest	3,340
299	Hannam Village	Northwest	3,248
300	Buedingen	European	3,200
301	Crane	Central	3,129
302	Camp Page	Northwest	2,860
303	Germersheim	European	2,847
304	Gila Bend AFS	Southwest	2,663
305	Powell AFS	Northwest	2,566
306	Neubruecke	European	2,526
307	Bad Kissingen	European	2,507
308	Winter Harbor	Northeast	2,485
309	Hunter Leggett	Southwest	2,441
310	Mildenhall	European	2,325
311	Wilder AFS	Northwest	2,100
312	Cutler	Northeast	2,087
313	Belle Fourche AFS	Midwest	2,015
314	Forsyth AFS	Midwest	2,015
315	Dickinson AFS	Midwest	2,015
316	Sagami	Northwest	1,862
317	Fliegerhorst	European	1,830
318	Chinhae	Northwest	1,768
319	Landstuhl	European	1,760
320	Avon Park	Southern	1,650
321	Giebelstadt	European	1,524
322	LaJunta AFS	Midwest	1,488
323	Trier	European	1,476
324	McCully Barracks	European	1,450
325	Kirchgoens	European	1,296
326	Wildflecken Sub-Fac	European	1,039
327	Camp Kure	Northwest	990
328	Regensburg	European	770
329	Holbrook AFS	Southwest	708
330	Camp Merrill	Southern	516

Rank By Total Square Feet Sales Area (cont.)

Rank	Store	Region	Total SQ FT
331	Lowry AFB	Midwest	(37,258)
332	Norton AFB	Southwest	(36,418)
333	Cameron Station	Northeast	(31,616)
334	Long Beach	Southwest	(26,800)
335	Presidio San Fran	Southwest	(23,264)
336	Ft Sheridan	Central	(21,417)
337	Castle AFB	Southwest	(19,980)
338	Moffett Field	Southwest	(18,280)
339	Philadelphia	Northeast	(17,502)
340	Berlin	European	(17,100)

Rank	Store	Region	Total SQ FT
341	Grissom AFB	Central	(17,021)
342	Torrejon AB	European	(15,839)
343	Ft Ben Harrison	Central	(14,145)
344	Ft Devens	Northeast	(12,770)
345	RAF Upper Heyford	European	(12,624)
346	Ansbach	European	(11,631)
347	Corozal	Southern	(11,564)
348	Aschaffenberg	European	(10,721)
349	RAF Fairford	European	(8,310)
350	Sembach AB	European	(8,308)

Rank	Store	Region	Total SQ FT
351	Lexington	Central	(7,196)
352	Bad Kreuznach	European	(7,060)
353	Camp Kinser	Northwest	(6,202)
354	Howard	Southern	(5,400)
355	Espinar	Southern	(5,200)
356	Iraklion	European	(4,206)
357	Panzer	European	(3,840)
358	Bad Hersfeld	European	(3,390)
359	Idar Oberstein	European	(2,435)
360	Mainz	European	(1,550)

Rank By Monthly Sales per Square Foot

Rank	Store	Region	Avg. Mo. $ Sales/ Sq. Ft.
1	Walter Reed	Northeast	485
2	Camp Casey	Northwest	248
3	Vicenza	European	181
4	Naples	European	178
5	Hurlburt Fld	Southern	153
6	Ft Ord	Southwest	150
7	Ft Hood	Midwest	149
8	Ft Lewis	Northwest	145
9	Tinker AFB	Midwest	144
10	Ft Belvoir	Northeast	144
11	Ft Carson	Midwest	136
12	Ft Bliss	Midwest	134
13	Ft Campbell	Central	132
14	Randolph AFB	Midwest	131
15	Ft Meade	Northeast	129
16	Miramar	Southwest	129
17	Luke AFB	Southwest	126
18	Mannheim	European	124
19	Ft Bragg	Central	121
20	Pearl Harbor	Northwest	120
21	Ft Story	Central	120
22	Charles E Kelly	Northeast	120
23	McChord AFB	Northwest	119
24	Quantico	Northeast	118
25	McGuire AFB	Northeast	118
26	Davis-Monthan	Southwest	118
27	Schofield Barracks	Northwest	116
28	RAF Lakenheath	European	113

Rank	Store	Region	Avg. Mo. $ Sales/ Sq. Ft.
29	Nellis AFB	Southwest	110
30	Scott AFB	Central	109
31	Ft Eustis	Central	108
32	Mayport	Southern	108
33	Ft Buchanan	Southern	108
34	McClellan AFB	Southwest	107
35	Pensacola	Southern	107
36	Guam	Northwest	107
37	Ft Benning	Southern	107
38	Lackland AFB	Midwest	106
39	MacDill AFB	Southern	106
40	Ft Shafter	Northwest	106
41	Oceana	Central	104
42	Hickam AFB	Northwest	102
43	Jacksonville	Southern	102
44	Ramstein AB	European	102
45	Peterson AFB	Midwest	101
46	Little Rock AFB	Central	100
47	Yongsan	Northwest	99
48	Ft Polk	Southern	99
49	Hill AFB	Southwest	99
50	Ft McClellan	Southern	98
51	Yokosuka	Northwest	98
52	Travis AFB	Southwest	98
53	Riyadh	European	97
54	Andrews AFB	Northeast	96
55	Ft Leavenworth	Central	96
56	Elmendorf AFB	Northwest	95

Rank	Store	Region	Avg. Mo. $ Sales/ Sq. Ft.
57	Redstone Arsenal	Southern	95
58	New London	Northeast	94
59	Rota	European	94
60	Ft Knox	Central	94
61	Roosevelt Roads	Southern	93
62	Barksdale AFB	Southern	93
63	Heidelberg	European	90
64	Port Hueneme	Southwest	89
65	Newport	Northeast	88
66	Fairchild AFB	Northwest	88
67	Griffiss AFB	Northeast	88
68	Ft Gillem	Southern	86
69	Avon Park	Southern	86
70	Fallon	Southwest	85
71	Rhein-Main AB	European	85
72	Keesler AFB	Southern	85
73	Langley AFB	Central	84
74	Ellsworth AFS	Midwest	84
75	Kirchgoens	European	83
76	San Diego NS	Southwest	83
77	Fitzsimons	Midwest	83
78	Patrick AFB	Southern	83
79	Brunswick	Northeast	82
80	Ft Hamilton	Northeast	82
81	Ft Riley	Midwest	82
82	Ft Gordon	Southern	81
83	Tyndall AFB	Southern	81
84	Seymour-Johnson AFB	Central	80

Rank By Monthly Sales per Square Foot (cont.)

Rank	Store	Region	Avg. Mo. $ Sales/ Sq. Ft.
85	Plattsburgh AFB	Northeast	80
86	Ft Sill	Midwest	80
87	Ft Rucker	Southern	80
88	Ft Lee	Central	79
89	Andersen AFB	Northwest	79
90	Norfolk	Central	79
91	Ft Monmouth	Northeast	78
92	Kadena	Northwest	77
93	Cherry Point	Central	77
94	Ft Leonard Wood	Central	77
95	Ft Richardson	Northwest	77
96	Wright-Patterson AFB	Central	76
97	Charleston NWS	Southern	76
98	El Toro	Southwest	76
99	Charleston AFB	Southern	76
100	Fulda	European	76
101	Alameda	Southwest	76
102	Camp Merrill	Southern	75
103	Bolling AFB	Northeast	75
104	Ft Sam Houston	Midwest	75
105	Dover AFB	Northeast	75
106	Ft Huachuca	Southwest	75
107	Memphis	Southern	74
108	Ft Jackson	Southern	74
109	Whidbey Island	Northwest	74
110	Ft Monroe	Central	74
111	Maxwell AFB	Southern	74
112	Frankfurt	European	74
113	Kirtland AFB	Midwest	72
114	Portsmouth	Central	72
115	Shaw AFB	Southern	72
116	Barbers Point	Northwest	72
117	Great Lakes	Central	71
118	Eglin AFB	Southern	71
119	Ft Ritchie	Northeast	71
120	Mitchel Field	Northeast	71
121	Taegu	Northwest	71
122	Wuerzburg	European	71
123	Baumholder	European	70
124	Little Creek	Central	70
125	Ft Drum	Northeast	70
126	Robbins AFB	Southern	70
127	Imperial Beach	Southwest	70
128	Offutt AFB	Midwest	69
129	Sigonella	European	69
130	USAF Academy	Midwest	69
131	Edwards AFB	Southwest	68
132	Osan AB	Northwest	68
133	Hanau	European	67
134	Vint Hill	Northeast	67
135	Augsburg	European	67
136	Sheppard AFB	Midwest	66
137	Keflavik	Northeast	66
138	Mt Home AFB	Northwest	66
139	Spangdahlem AB	European	66
140	Dyess AFB	Midwest	66
141	Tobyhanna	Northeast	65
142	Grand Forks AFB	Midwest	65
143	Ft Wainwright	Northwest	65
144	West Point	Northeast	64
145	Bangor	Northwest	64
146	Misawa AB	Northwest	64
147	Rock Island	Central	64
148	Hanscom AFB	Northeast	63
149	Vandenberg AFB	Southwest	63
150	McConnell AFB	Midwest	62
151	Camp Foster	Northwest	62
152	Cannon AFB	Midwest	61
153	San Diego NTC	Southwest	61
154	March AFB	Southwest	61
155	Camp Pendleton	Southwest	61
156	Parris Island	Southern	60
157	Gunter AFB	Southern	59
158	Wiesbaden	European	59
159	C.M. Price	Central	59
160	Moody AFB	Southern	59
161	Edzell	European	59
162	Mallonee Village	Central	58
163	Ft Stewart	Southern	58
164	Ft Myer	Northeast	58
165	Livorno	European	58
166	Minot AFB	Midwest	58
167	Twentynine Palms	Southwest	58
168	Camp Humphreys	Northwest	58
169	Bangor ANGB	Northeast	57
170	Orlando	Southern	56
171	Chievres	European	56
172	Whiteman AFB	Central	55
173	Los Angles AFB	Southwest	55
174	Sagamihara	Northwest	55
175	China Lake	Southwest	54
176	Annapolis	Northeast	53
177	Grafenwoehr	European	53
178	Vilseck	European	53
179	Fuerth	European	53
180	Scotia	Northeast	52
181	Illesheim	European	52
182	Malmstrom AFB	Northwest	52
183	Aviano AB	European	52
184	Yokota AB	Northwest	52
185	Sasebo	Northwest	52
186	Bermuda	Central	51
187	Holloman AFB	Midwest	51
188	Altus AFB	Midwest	51
189	Vogelweh AB	European	51
190	Arnold AFS	Southern	51
191	Incirlik	European	51
192	Kaneohe Bay	Northwest	51
193	Yuma	Southwest	50
194	Camp Zama	Northwest	50
195	Schinnen	European	50
196	Goodfellow AFB	Midwest	50
197	Wildflecken	European	50
198	Cairo	European	50
199	Pirmasens	European	49
200	Mildenhall	European	49
201	Hamilton	Southwest	49
202	Bad Aibling	European	49
203	Corpus Christi	Midwest	49
204	Bitburg AB	European	48
205	Edgewood	Northeast	48
206	San Vito AS	European	48
207	White Sands	Midwest	48
208	Ft McPherson	Southern	48
209	RAF Chicksands	European	48
210	Karlsruhe	European	48
211	K.I. Sawyer AFB	Central	48
212	Camp Stanley	Northwest	48
213	Dhahran	European	47
214	North Island	Southwest	47
215	F.E. Warren AFB	Midwest	47
216	Selfridge	Central	47
217	Cecil Field NS	Southern	46
218	New Orleans	Southern	46
219	Columbus AFB	Southern	45
220	ARDEC	Northeast	45
221	Carlisle Barracks	Northeast	45
222	New York Naval St	Northeast	45
223	Charleston NS	Southern	45
224	Kings Bay	Southern	45
225	Mare Island	Southwest	45

Rank By Monthly Sales per Square Foot (cont.)

Rank	Store	Region	Avg. Mo. $ Sales/ Sq. Ft.
226	Eielson AFB	Northwest	44
227	Adak	Northwest	44
228	Gulfport	Southern	44
229	Governor's Island	Northeast	44
230	Izmir	European	44
231	Iwakuni	Northwest	44
232	Wildflecken Sub-Fac	European	43
233	Darmstadt	European	43
234	Beale AFB	Southwest	43
235	Reese AFB	Midwest	43
236	Lemoore	Southwest	43
237	San Onofre	Southwest	42
238	Patch Barracks	European	42
239	Camp Courtney	Northwest	41
240	Whiting Field	Southern	40
241	McCoy	Central	40
242	New Cumberland(DDRE)	Northeast	40
243	Bremerton	Northwest	40
244	Oakland	Southwest	40
245	DGSC	Central	39
246	Barstow	Southwest	39
247	Holbrook AFS	Southwest	39
248	Aberdeen	Northeast	38
249	Hunter AAF	Southern	38
250	Loring AFB	Northeast	38
251	Fliegerhorst	European	38
252	Pope AFB	Central	38
253	Bamberg	European	38
254	Pusan	Northwest	37
255	Chinhae	Northwest	37
256	Meridian	Southern	37
257	Kitzingen	European	37
258	RAF Alconbury	European	37
259	Key West	Southern	36
260	Giebelstadt	European	36
261	Soesterberg	European	36
262	Lakehurst	Northeast	36
263	Atsugi	Northwest	36
264	Vance AFB	Midwest	36
265	Brooks AFB	Midwest	36
266	Babenhausen	European	35
267	Kelly AFB	Midwest	35
268	Menwith Hill	European	35
269	Giessen	European	34
270	LaJunta AFS	Midwest	34
271	Ft Irwin	Southwest	33
272	Point Mugu	Southwest	32
273	Hannam Village	Northwest	32
274	Sierra	Southwest	32
275	Bad Nauheim	European	32
276	Albany	Southern	32
277	Oslo	European	31
278	Laughlin AFB	Midwest	31
279	Lajes Field	European	31
280	Patuxent River	Northeast	31
281	Garmisch	European	30
282	Camp Carroll	Northwest	30
283	Stockton	Southwest	30
284	New River	Central	29
285	Ft Greely	Northwest	29
286	Treasure Island	Southwest	28
287	Worms	European	28
288	Winter Harbor	Northeast	28
289	Athens	Southern	27
290	Hunter Leggett	Southwest	27
291	Ankara	European	27
292	Cutler	Northeast	25
293	Hohenfels	European	25
294	El Centro	Southwest	25
295	Yuma Prov Grnds	Southwest	24
296	Buedingen	European	24
297	Kunsan AB	Northwest	24
298	Neubruecke	European	23
299	Dahlgren	Northeast	23
300	Landstuhl	European	23
301	Wilder AFS	Northwest	23
302	Bad Kissingen	European	23
303	Kingsville	Midwest	21
304	Belle Fourche AFS	Midwest	21
305	Yorktown	Central	20
306	Camp Page	Northwest	19
307	Dugway	Southwest	19
308	Ft McNair	Northeast	18
309	Camp Edwards	Northwest	18
310	McCully Barracks	European	18
311	Gelnhausen	European	18
312	Sagami	Northwest	17
313	Crane	Central	17
314	Dexheim	European	17
315	Forsyth AFS	Midwest	15
316	Athens	European	15
317	Schwaebisch Hall	European	14
318	Erlangen	European	14
319	Powell AFS	Northwest	13
320	Ft Hood Sub-Fac	Midwest	13
321	Dickinson AFS	Midwest	13
322	Gila Bend AFS	Southwest	12
323	Kelley Barracks	European	12
324	Argentia	Northeast	12
325	Seattle	Northwest	11
326	Trier	European	9
327	Germersheim	European	9
328	Regensburg	European	9
329	Camp Kure	Northwest	8
330	Camp King	European	3
331	Mainz	European	(199)
332	Corozal	Southern	(184)
333	Camp Kinser	Northwest	(168)
334	Ft Devens	Northeast	(144)
335	Ft Ben Harrison	Central	(119)
336	Moffett Field	Southwest	(103)
337	Howard	Southern	(101)
338	Castle AFB	Southwest	(95)
339	Cameron Station	Northeast	(93)
340	Lowry AFB	Midwest	(91)
341	RAF Upper Heyford	European	(80)
342	Long Beach	Southwest	(77)
343	Norton AFB	Southwest	(69)
344	Presidio San Fran	Southwest	(66)
345	Sembach AB	European	(60)
346	Espinar	Southern	(60)
347	Iraklion	European	(58)
348	Bad Kreuznach	European	(58)
349	Berlin	European	(53)
350	Ft Sheridan	Central	(49)
351	Lexington	Central	(47)
352	Grissom AFB	Central	(45)
353	Bad Hersfeld	European	(45)
354	Ansbach	European	(44)
355	Philadelphia	Northeast	(43)
356	Idar Oberstein	European	(25)
357	RAF Fairford	European	(17)
358	Torrejon AB	European	(16)
359	Panzer	European	(12)
360	Aschaffenberg	European	(12)

Rank By ACV

Rank	Commissary	Region	ACV
1	Ft Belvoir	Northeast	1.34
2	MacDill AFB	Southern	1.19
3	Ft Lewis	Northwest	1.18
4	Ft Hood	Midwest	1.09
5	McChord AFB	Northwest	1.07
6	Ft Meade	Northeast	1.07
7	Ft Bragg	Central	1.05
8	Miramar	Southwest	1.03
9	McGuire AFB	Northeast	1.00
10	Pearl Harbor	Northwest	0.97
11	Ft Bliss	Midwest	0.96
12	Hickam AFB	Northwest	0.94
13	Nellis AFB	Southwest	0.90
14	San Diego NS	Southwest	0.90
15	Ft Campbell	Central	0.88
16	Tinker AFB	Midwest	0.87
17	Randolph AFB	Midwest	0.86
18	Ft Benning	Southern	0.83
19	Lackland AFB	Midwest	0.82
20	Andrews AFB	Northeast	0.81
21	Travis AFB	Southwest	0.79
22	Oceana	Central	0.78
23	McClellan AFB	Southwest	0.78
24	Langley AFB	Central	0.77
25	Ft Sam Houston	Midwest	0.77
26	Scott AFB	Central	0.76
27	Wright-Patterson AFB	Central	0.76
28	Jacksonville	Southern	0.76
29	Keesler AFB	Southern	0.76
30	Patrick AFB	Southern	0.74
31	Schofield Barracks	Northwest	0.70
32	Lowry AFB	Midwest	0.70
33	Ft Carson	Midwest	0.69
34	Ft Knox	Central	0.69
35	Eglin AFB	Southern	0.68
36	Ft Ord	Southwest	0.68
37	Peterson AFB	Midwest	0.67
38	Yongsan	Northwest	0.67
39	Norfolk	Central	0.66
40	Ramstein AB	European	0.66
41	Kirtland AFB	Midwest	0.66
42	Little Creek	Central	0.65
43	Davis-Monthan	Southwest	0.64
44	Ft Sill	Midwest	0.63
45	Little Rock AFB	Central	0.62
46	Luke AFB	Southwest	0.62
47	Ft Eustis	Central	0.61
48	Barksdale AFB	Southern	0.61
49	Cameron Station	Northeast	0.61
50	Camp Pendleton	Southwest	0.61
51	Offutt AFB	Midwest	0.61
52	March AFB	Southwest	0.61
53	Ft Jackson	Southern	0.58
54	Imperial Beach	Southwest	0.57
55	Elmendorf AFB	Northwest	0.56
56	Fairchild AFB	Northwest	0.55
57	Hill AFB	Southwest	0.53
58	Norton AFB	Southwest	0.52
59	Redstone Arsenal	Southern	0.52
60	Pensacola	Southern	0.52
61	Ft Polk	Southern	0.51
62	Ft Gordon	Southern	0.50
63	Ft Buchanan	Southern	0.50
64	Ft Lee	Central	0.49
65	Ft Gillem	Southern	0.49
66	Charleston AFB	Southern	0.48
67	Maxwell AFB	Southern	0.48
68	Quantico	Northeast	0.48
69	Ft Leonard Wood	Central	0.47
70	Kadena	Northwest	0.47
71	Bolling AFB	Northeast	0.46
72	Ft Rucker	Southern	0.46
73	Ft Leavenworth	Central	0.45
74	Walter Reed	Northeast	0.45
75	Ft Riley	Midwest	0.44
76	Corozal	Southern	0.44
77	Tyndall AFB	Southern	0.44
78	Long Beach	Southwest	0.43
79	Ft Myer	Northeast	0.43
80	Dover AFB	Northeast	0.41
81	New London	Northeast	0.41
82	Ft Stewart	Southern	0.40
83	Robbins AFB	Southern	0.40
84	Castle AFB	Southwest	0.39
85	Heidelberg	European	0.39
86	El Toro	Southwest	0.39
87	Ft Monmouth	Northeast	0.39
88	Ft Drum	Northeast	0.39
89	Moffett Field	Southwest	0.39
90	Hanscom AFB	Northeast	0.39
91	RAF Lakenheath	European	0.39
92	Andersen AFB	Northwest	0.38
93	Ft McClellan	Southern	0.38
94	Ft Devens	Northeast	0.38
95	Hurlburt Fld	Southern	0.38
96	Sheppard AFB	Midwest	0.38
97	USAF Academy	Midwest	0.37
98	Orlando	Southern	0.36
99	Selfridge	Central	0.36
100	Alameda	Southwest	0.36
101	Ft Huachuca	Southwest	0.36
102	Whidbey Island	Northwest	0.35
103	Ft Ben Harrison	Central	0.35
104	Shaw AFB	Southern	0.35
105	Memphis	Southern	0.34
106	Seymour-Johnson AFB	Central	0.34
107	Rhein-Main AB	European	0.34
108	Vandenberg AFB	Southwest	0.34
109	Guam	Northwest	0.34
110	Camp Foster	Northwest	0.33
111	West Point	Northeast	0.32
112	Edwards AFB	Southwest	0.32
113	Bangor	Northwest	0.32
114	Yokota AB	Northwest	0.32
115	Presidio San Fran	Southwest	0.32
116	Vogelweh AB	European	0.31
117	Charleston NWS	Southern	0.31
118	Griffiss AFB	Northeast	0.31
119	Osan AB	Northwest	0.31
120	Yokosuka	Northwest	0.31
121	Ellsworth AFS	Midwest	0.30
122	Ft Wainwright	Northwest	0.30
123	Cherry Point	Central	0.30
124	Fuerth	European	0.30
125	Seattle	Northwest	0.30
126	McConnell AFB	Midwest	0.30
127	Hanau	European	0.29
128	Beale AFB	Southwest	0.29
129	Frankfurt	European	0.29
130	Ft Richardson	Northwest	0.29
131	Misawa AB	Northwest	0.29
132	Dyess AFB	Midwest	0.28
133	Kaneohe Bay	Northwest	0.27
134	Mannheim	European	0.27
135	Portsmouth	Central	0.27
136	Port Hueneme	Southwest	0.27
137	Los Angles AFB	Southwest	0.27
138	Great Lakes	Central	0.26
139	Holloman AFB	Midwest	0.26
140	Mayport	Southern	0.26
141	C.M. Price	Central	0.26
142	Bitburg AB	European	0.26
143	Malmstrom AFB	Northwest	0.25
144	Naples	European	0.25
145	Wiesbaden	European	0.25
146	Newport	Northeast	0.25
147	Aberdeen	Northeast	0.24

Rank By ACV (cont.)

Rank	Commissary	Region	ACV
148	Wuerzburg	European	0.24
149	Plattsburgh AFB	Northeast	0.23
150	F.E. Warren AFB	Midwest	0.23
151	Cannon AFB	Midwest	0.23
152	Mt Home AFB	Northwest	0.23
153	Grand Forks AFB	Midwest	0.22
154	Hunter AAF	Southern	0.22
155	Ft Sheridan	Central	0.22
156	Camp Kinser	Northwest	0.22
157	Moody AFB	Southern	0.21
158	Gunter AFB	Southern	0.21
159	Whiteman AFB	Central	0.21
160	RAF Upper Heyford	European	0.21
161	Carlisle Barracks	Northeast	0.21
162	Ft Hamilton	Northeast	0.20
163	Altus AFB	Midwest	0.20
164	Columbus AFB	Southern	0.20
165	Minot AFB	Midwest	0.19
166	Berlin	European	0.19
167	Fitzsimons	Midwest	0.19
168	Twentynine Palms	Southwest	0.19
169	New Orleans	Southern	0.18
170	Hamilton	Southwest	0.18
171	Goodfellow AFB	Midwest	0.18
172	Roosevelt Roads	Southern	0.18
173	San Diego NTC	Southwest	0.18
174	Vilseck	European	0.18
175	Bremerton	Northwest	0.18
176	Brunswick	Northeast	0.17
177	Rota	European	0.17
178	Baumholder	European	0.17
179	Charles E Kelly	Northeast	0.17
180	Ft Irwin	Southwest	0.17
181	Mare Island	Southwest	0.17
182	K.I. Sawyer AFB	Central	0.17
183	Camp Casey	Northwest	0.17
184	RAF Alconbury	European	0.17
185	Incirlik	European	0.17
186	Ft Shafter	Northwest	0.16
187	Augsburg	European	0.16
188	Lemoore	Southwest	0.16
189	Grissom AFB	Central	0.16
190	Spangdahlem AB	European	0.16
191	Philadelphia	Northeast	0.16
192	Patuxent River	Northeast	0.15
193	Charleston NS	Southern	0.15
194	Eielson AFB	Northwest	0.15
195	Chievres	European	0.15
196	Loring AFB	Northeast	0.15
197	Annapolis	Northeast	0.15
198	Vint Hill	Northeast	0.15
199	Patch Barracks	European	0.15
200	Corpus Christi	Midwest	0.15
201	Vicenza	European	0.15
202	Barbers Point	Northwest	0.14
203	Brooks AFB	Midwest	0.14
204	Kings Bay	Southern	0.14
205	Parris Island	Southern	0.14
206	North Island	Southwest	0.14
207	Sagamihara	Northwest	0.14
208	Mallonee Village	Central	0.14
209	Kelly AFB	Midwest	0.14
210	Ft Monroe	Central	0.14
211	Edgewood	Northeast	0.14
212	Reese AFB	Midwest	0.13
213	Ft Hood Sub-Fac	Midwest	0.13
214	Oakland	Southwest	0.13
215	Mitchel Field	Northeast	0.13
216	Sigonella	European	0.13
217	Ft Story	Central	0.13
218	Tobyhanna	Northeast	0.13
219	Karlsruhe	European	0.12
220	Giessen	European	0.12
221	Schinnen	European	0.12
222	Fulda	European	0.12
223	Camp Courtney	Northwest	0.12
224	Aviano AB	European	0.11
225	Howard	Southern	0.11
226	Bangor ANGB	Northeast	0.11
227	New Cumberland(DDRE)	Northeast	0.11
228	Ft Ritchie	Northeast	0.11
229	Yuma	Southwest	0.11
230	Keflavik	Northeast	0.11
231	Ansbach	European	0.11
232	Lajes Field	European	0.11
233	DGSC	Central	0.10
234	Riyadh	European	0.10
235	Sembach AB	European	0.10
236	Ft McPherson	Southern	0.10
237	Rock Island	Central	0.10
238	Darmstadt	European	0.10
239	Atsugi	Northwest	0.10
240	Gulfport	Southern	0.09
241	Soesterberg	European	0.09
242	Vance AFB	Midwest	0.09
243	Albany	Southern	0.09
244	Key West	Southern	0.09
245	Arnold AFS	Southern	0.09
246	Cecil Field NS	Southern	0.09
247	Laughlin AFB	Midwest	0.09
248	Taegu	Northwest	0.09
249	Whiting Field	Southern	0.08
250	Bad Kreuznach	European	0.08
251	Kitzingen	European	0.08
252	Bamberg	European	0.08
253	Iwakuni	Northwest	0.08
254	Scotia	Northeast	0.08
255	Adak	Northwest	0.08
256	San Onofre	Southwest	0.08
257	Meridian	Southern	0.08
258	White Sands	Midwest	0.07
259	Barstow	Southwest	0.07
260	Livorno	European	0.07
261	ARDEC	Northeast	0.07
262	Lexington	Central	0.07
263	Grafenwoehr	European	0.07
264	RAF Chicksands	European	0.07
265	Ft McNair	Northeast	0.07
266	Fallon	Southwest	0.07
267	McCoy	Central	0.07
268	Menwith Hill	European	0.07
269	Espinar	Southern	0.06
270	Mainz	European	0.06
271	San Vito AS	European	0.06
272	New River	Central	0.06
273	Governor's Island	Northeast	0.06
274	Pirmasens	European	0.06
275	Bermuda	Central	0.06
276	Treasure Island	Southwest	0.06
277	Point Mugu	Southwest	0.06
278	Izmir	European	0.05
279	Stockton	Southwest	0.05
280	Wildflecken	European	0.05
281	Illesheim	European	0.05
282	Hohenfels	European	0.05
283	Torrejon AB	European	0.05
284	China Lake	Southwest	0.05
285	Iraklion	European	0.05
286	Lakehurst	Northeast	0.05
287	Sasebo	Northwest	0.05
288	Bad Nauheim	European	0.05
289	Pusan	Northwest	0.05
290	Dhahran	European	0.05
291	Camp Stanley	Northwest	0.05
292	Worms	European	0.05
293	Pope AFB	Central	0.05
294	Erlangen	European	0.04

Rank By ACV (cont.)

Rank	Commissary	Region	ACV
295	Edzell	European	0.04
296	Bad Aibling	European	0.04
297	Camp Humphreys	Northwest	0.04
298	Kunsan AB	Northwest	0.04
299	Ankara	European	0.04
300	Cairo	European	0.04
301	Ft Greely	Northwest	0.04
302	Kingsville	Midwest	0.04
303	Yuma Prov Grnds	Southwest	0.04
304	Camp Zama	Northwest	0.04
305	Athens	Southern	0.03
306	Sierra	Southwest	0.03
307	New York Naval St	Northeast	0.03
308	Bad Hersfeld	European	0.03
309	Dugway	Southwest	0.03
310	Avon Park	Southern	0.03
311	RAF Fairford	European	0.03
312	Aschaffenberg	European	0.03
313	Camp Carroll	Northwest	0.03
314	Oslo	European	0.03
315	Athens	European	0.03
316	Babenhausen	European	0.03
317	Garmisch	European	0.02
318	Yorktown	Central	0.02
319	Dexheim	European	0.02
320	Kelley Barracks	European	0.02
321	Mildenhall	European	0.02
322	Kirchgoens	European	0.02
323	Hannam Village	Northwest	0.02
324	Gelnhausen	European	0.02
325	Dahlgren	Northeast	0.02
326	El Centro	Southwest	0.02
327	Camp Edwards	Northwest	0.02
328	Buedingen	European	0.02
329	Fliegerhorst	European	0.01
330	Winter Harbor	Northeast	0.01
331	Argentia	Northeast	0.01
332	Hunter Leggett	Southwest	0.01
333	Chinhae	Northwest	0.01
334	Idar Oberstein	European	0.01
335	Neubruecke	European	0.01
336	Bad Kissingen	European	0.01
337	Schwaebisch Hall	European	0.01
338	Camp Page	Northwest	0.01
339	Giebelstadt	European	0.01
340	Cutler	Northeast	0.01
341	Crane	Central	0.01
342	LaJunta AFS	Midwest	0.01
343	Wilder AFS	Northwest	0.01
344	Panzer	European	0.01
345	Wildflecken Sub-Fac	European	0.01
346	Belle Fourche AFS	Midwest	0.01
347	Landstuhl	European	0.01
348	Camp King	European	0.01
349	Camp Merrill	Southern	0.01
350	Powell AFS	Northwest	0.01
351	Sagami	Northwest	0.01
352	Gila Bend AFS	Southwest	0.01
353	Forsyth AFS	Midwest	0.01
354	Holbrook AFS	Southwest	0.01
355	Dickinson AFS	Midwest	0.01
356	McCully Barracks	European	0.01
357	Germersheim	European	0.01
358	Trier	European	0.00
359	Camp Kure	Northwest	0.00
360	Regensburg	European	0.00

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Interservice

THE JOURNAL OF THE AMERICAN LOGISTICS ASSOCIATION
SPRING1994

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SERVICE HAS ITS REWARDS

SHOPPING AT THE EXCHANGE CAN HELP YOU GET BACK TO NATURE

Inside this Issue:

ALA'S ANNUAL COMMISSARY AND EXCHANGE STORE MANAGERS DIRECTORY

AAFES Heading Into the 21st Century

Buyers and Sellers to Gather at ALA MWR EXPO 1994

A Revolution at the Veterans Canteen Service

Peck Resigns Leaves NEXCOM

Interservice

THE QUARTERLY JOURNAL FOR THE MILITARY/GOVERNMENT MARKETING PROFESSION

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By Carole S. Thompson

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EB Review

January – March 1994

Executive Briefing is the American Logistics Association's monthly newsletter about issues of interest to the membership and the services. We present here highlights from the three newsletters of the past quarter. Contact ALA headquarters for copies of back issues.

Association Activities

Efforts To Save The Commissary System are successful. More than 3,000 letters expressing support for the commissary system have been mailed to the President and the Secretary of Defense. **The Defense Commissary Agency**'s (DeCA) five-year plan seeks to reduce its budget by more than $200 million. **The Senate Armed Services Committee** (SASC) has established oversight of MWR and military resale matters. This means DoD has to seek SASC approval prior to implementing any new policies, just as it does with the House Armed Services Committee. **Congressional Hearings** on MWR activties and military exchanges were held on March 1, 1994, and on the commissary system on March 14, 1994 by the House Armed Services Committee's MWR Panel. **ALA Again Asked DoD** to rescind its "Closed is Closed" Policy that states when a base is scheduled for closure or realignment that the military resale facilities be required to close.

ALA's Electronic Bulletin Board allows Industry Members access to up-to-date information on the military resale systems. ALA and DeCA agreed that: (1) the item data files in the Bulletin Board will be the HQ CMF and each region's CMF file, and not the PC-based RSLs of the regions because they are not as current; and (2) the files will be updated by the 10th of each month. Contact Chris Delaney, ALA (202) 466-2520.

Several Companies Applied For ALA Membership during 1994's first quarter. Listed here are the company names and voting members followed by the ALA member who recommended the company (where applicable): EDIBLE TECHNOLOGY, Karen Green; GIBSON GREETINGS, Sam Facciolo; LA VICTORIA FOODS, Russell Frank, (Eurpac Service Company); SRA, Dan Eby; UNITED STATES PLAYING CARD COMPANY, Bruce Sommers, (Milbrands); VISION VIDEO PRODUCTIONS, John White, (Overseas Service Corporation).

Commissary News

DIBS is on Track. The Defense Interim Business System is installed at 274 of the 285 commissaries scheduled for implementation. **Eighty-two Commissaries** in Europe are operating under DIBS or RDIBS. **DIBS FDS** is now installed at 99 CONUS locations. **DIBS DSD** is being tested in-house.

New Resale Ordering Agreements (ROAs) will replace the Supply Bulletin, Blanket Delivery Order, and Blanket Purchase Agreement. To prepare for ROA conversion, companies must:

- ensure that every item has the correct item data in the Catalog Master File at DeCA
- remove all supply bulletin items not being sold by any commissary store
- use only one mail/ordering address and one remittance address
- use only one item UPC, one case UPC and one case pack.

Contact Patsy Christopher or Sheila Walton at DeCA, (804) 734-8827 with ROA questions. To register for ***ROA/EDI Seminar, April 27***, call ALA headquarters (202) 466-2520.

DeCA's New Master Stock List is composed of 2,286 items: 1,683 grocery; 188 frozen food; 130 dairy/chill; and 285 HBA. The new MSL is available on the ALA Bulletin Board. **DoD's Proposal to Increase the Surcharge** for retired military personnel shopping in commissaries was withdrawn from the FY95 budget. **DeCA is Investigating** the use of credit cards for commissary shoppers. **Guam's New Distribution System** now has Guam placing weekly orders electronically through the NW Region. OST is 28 days. **Lakenheath** to test a similar plan. **The European Region** will reduce the number of districts in July 1994 to three (UK, Wurzburg and Mediterranean). **The Defense Subsistence Region Europe** HQ will relocate to Mainz-Kastel in June 1994. **New Store Opened at Aberdeen Proving Ground** in Maryland on March 8, 1994. **DeCA restricts hiring** at headquarters, region and district offices for all positions above store level. At store level, the two-for-five restrictions previously imposed have impacted on the hiring of cashiers. **All Central Distribution Centers** (CDC) in CONUS will be **CLOSED** by January 1, 1995. **DPSC's Employee of the Year** is Rich Faso, Chief of Subsistence Directorate. **The New Senior Enlisted Advisor** for DeCA is Air Force Chief Master Sgt. Michael Blackwell.

New DeCA FAX Numbers are: at HQ, Command Section: (301) 734-8244; Operations/Merchandising: (804) 734-8267; Public Affairs: (804) 734-8248; and Mail Room: (804) 734-8270/8339. **New Fax Numbers for Northeast Region**, Command Section: (301) 677-9222; Operations: (301) 677-9230; Merchandising: (301) 677-9025; and Public Affairs: (301) 677-9217.

News From the Exchange Services

AAFES

Merchandising Group's 1994 Goals: • refine all stock assortments • maximize vendor conformance with purchase orders • reduce landed costs to stores • improve inventory turns • refine AAFES' internal procedures. **Live Business Television Expands to Europe** as BTV offers employees the latest product information and demonstrations. All AAFES facilities in Europe will soon be connected. **DoD Issues Policy Guidance**

- Exchanges overseas may sell to authorized patrons, foreign nameplate U.S. manufactured new cars which have 75 percent of their parts made in the U.S. and Canada
- Exchange employee family members may shop in exchanges when the exchange employee is not present
- Alcoholic beverage pricing in the exchanges will be based on standard exchange pricing policies.

GAO's Report on MWR recommends establishing milestones to: (1) improve management and oversight of the MWR program; and (2) ensure sound management strategies. **New Home Office and Computer Catalog** supplement is now available to exchange shoppers. Call (800) 527-2345. **178, 981 NEXCARD accounts** were opened through February 1994, accounting for 421, 861 customer transactions and $134 million in sales. **A New Customer Preference Analysis** (CPA) Store opened at Shaw Air Force Base, South Carolina on November 26, 1993.

NEXCOM

Centralized Buying Expands by rolling out 5 Automated Retail Merchandising System (ARMS) sites in February 1994. NEXCEN Norfolk was the first on line; NEXCEN San Diego is next, with the others (Jacksonville, Pearl Harbor and Great Lakes) to be completed in September 1994. Improvements in ARMS will provide buyers with better information in several timely formats. **Among Personnel Changes, Dave Peck Resigns** as NEXCOM Chief Operating Officer effective April 15, 1994. Capt. James Jaudon will be Vice Commander as of April 18. Edith "Bridget" Zallenick, the Beautician Leader for the Navy Exchange in Orlando, Florida, was selected Worldwide Associate of the Year.

Marine Corps

Deferred Payment Programs Phased In as MCX entered into a Memorandum of Understanding with AAFES. DPP allows marines and their families to make purchases on credit and pay the balance over several months at 12 percent APR. All installations are due to come on line within 18 months. **New Video Outlets** have opened: "Visions Video" at MCX Quantico on February 1, 1994, and El Toro's "Showtyme Video" which opened on December 1, 1993 and boasted a 25 percent increase in sales at the MCX for the first two months compared to the same period last year, and a 250 percent increase in profits. **MWR Interservice MIS Group** was hosted at Quantico, Virginia, and NAS Patuxent River, Maryland hosted them in March. The **MWR EXPO 1994** in Denver will hold a special MIS breakout. The group shares MIS ideas and information on new developments, strategies and plans in software, hardware, and other MIS issues important to MWR. **Record Sales at Lejeune**'s Food Court at the new MCX Exchange Complex in North Carolina has posted sales of more than $650, 000 for the first three months of operation. The complex contains two AAFES food concepts, three in-house concepts, and a Burger King. The success of this complex has resulted in serious interest from other Marine Corps Bases. **A new cooperative relationship** allows Marine Corps exchanges at San Diego, Yuma, and Cherry Point to now order from NEXCOM.

Coast Guard

Among Personnel Changes, Capt. Fred VerPlanck, CGES Headquarters Division Chief, will retire on June 30, 1994. **Capt. Robert Maas** will become the new Division Chief later this year. **Two new members** joined the staff of the CGES Field Support Office in Portsmouth, Virginia in the last quarter: Dorothy Schank, Merchandise Manager, and Lisa Carlson, Sales Specialist.

Some Important Statistics:

- Total numerical strength of the Armed Forces on November 30, 1993 was:
  - Army, 571,104
  - Navy, 499,589
  - Marine Corps, 177,011
  - Air Force, 439,034
  - **Total** of 1,691,170.
- The number of commissaries as of March 15, 1994, were, 224 CONUS, 133 overseas, for a total of 357.
- In FY93 DeCA redeemed $27.4 million worth of food stamps, and $15.2 million worth of Women, Infants and Children (WIC) certificates.
- According to DeCA surveys, the demographics of commissary shoppers are Retirees, 50 percent, Active Duty, 45 percent, and Guards and Reserves, 5 percent.

1993 Major* Base Closures and Realignments (BRAC)

(Actual Closure Dates to be Determined)

* *Major* = loss of at least 300 military or civilian jobs

ALABAMA
Naval Station, Mobile, Alabama

CALIFORNIA
(San Francisco Bay Area)
- Mare Island Naval Shipyard, Vallejo
- Naval Air Station, Alameda
- Naval Aviation Depot, Alameda
- Naval Hospital, Oakland
- Public Works Center, San Francisco
- Naval Station Treasure Island, San Francisco

Presidio of Monterey Annex, CA
Naval Civil Engineering Laboratory, Port Hueneme, CA
Marine Corps Air Station, Tustin, California
March Air Force Base, California
Naval Training Center, San Diego, California
- Naval Air Station Barbers Point, Hawaii
- Naval Air Station Agana, Guam

FLORIDA
Naval Air Station Cecil Field, Florida
Naval Training Center Orlando, Florida
- Naval Hospital Orlando, Florida

Homestead Air Force Base, Florida
Naval Aviation Depot, Pensacola, Florida

ILLINOIS
O'Hare International Airport Air Force Reserve Station, Chicago, Illinois
Naval Air Station, Glenview, Illinois

MARYLAND
Naval Surface Warfare Center - White Oak Detachment, Maryland

MICHIGAN
K.I. Sawyer Air Force Base, Michigan
Naval Air Facility, Detroit, Michigan

NATIONAL CAPITAL REGION
National Capital Region (NCR) Activities
- Naval Electronics Security Systems Engineering Center, Washington, DC
- Bureau Navy Personnel, Arlington
- Military Manpower Management, Arlington
- Naval Air Systems Command, Arlington
- Naval Facilities Engineering Command, Alexandria
- Naval Recruiting Command, Arlington
- Naval Sea Systems Command, Arlington
- Defense Printing Office, Alexandria
- Security Group Command, Potomac, Washington, DC
- Security Group Station and Detachment Potomac, Washington, DC
- Tactical Support Office, Arlington

NEW JERSEY
Naval Air Warfare Center - Aircraft Division, Trenton, NJ

NEW YORK
Naval Station, Staten Island, New York
Plattsburgh Air Force Base, New York
Griffiss Air Force Base, New York

OHIO
Gentile Air Force Station, Ohio
- Defense Electronics Supply Center. Ohio

Newark Air Force Base, Ohio

RHODE ISLAND
Naval Education and Training Center, Newport, Rhode Island

SOUTH CAROLINA
Naval Station Charleston, South Carolina
- Naval Shipyard Charleston, South Carolina

TENNESSEE
Naval Air Station, Memphis, Tennessee

TEXAS
Naval Air Station, Dallas, Texas

UTAH
Tooele Army Depot, Utah

VIRGINIA
Vint Hills Farm, Virginia
Fort Belvoir, Virginia
Norfolk Area, Virginia
- Naval Aviation Depot Norfolk
- Naval Undersea Warfare Center, Norfolk
- Naval Electronics Engineering Center, Portsmouth
- Naval Surface Warfare Center, Virginia Beach

ROA: Procedure of the Future

What: The Resale Ordering Agreement is a single contract document that replaces the DPSC Supply Bulletin, the DeCA Blanket Delivery Order, and the DeCA Blanket Purchase Agreement
Who: All manufacturers will have to convert to this contract format in order to do business with military commissaries.
When: Very near future. **Register for ALA's Seminar on ROA/EDI, April 27**, Norfolk, Virginia. Call (202) 466-2520.
Why: DeCA has established a new Marketing Business Unit which combines several departments. This unit initiated significant changes to key aspects of doing business with DeCA, and ROAs will improve the process.

Defense Commissary Agency

DeCA Sales October - December 1993

Region	Oct. 92	Oct. 93	Nov. 92	Nov. 93	Dec. 92	Dec. 93	Cum FY93	Cum FY94
Europe	$54,359	$47,904	$48,121	$44,308	$56,517	$50,630	$158,997	$142,842
Central	75,441	69,699	65,729	63,948	76,994	72,971	218,164	206,618
Midwest	80,112	71,687	70,797	65,770	83,175	75,031	234,084	212,488
Northeast	69,605	63,696	60,980	59,390	72,826	68,393	203,411	191,479
Northwest	69,939	68,545	64,895	64,556	71,559	71,254	206,393	204,355
Southern	89,195	86,040	77,982	80,037	93,643	92,300	260,820	258,377
Southwest	84,342	75,908	75,333	70,675	86,101	79,981	245,776	226,564

Exchange Services

AAFES Sales October - December 1993

	Oct. 92	Oct. 93	Nov. 92	Nov. 93	Dec. 92	Dec. 93	YTD 92	YTD 93
CONUS	$386,200	$449,000	$413,400	$472,700	$522,900	$640,500	$4,335,000	$4,886,700
Overseas	$226,900	$210,400	$221,100	$205,500	$255,500	$249,000	$2,412,200	$2,322,100

NEXCOM Sales October - December 1993

	Oct. 92	Oct. 93	Nov. 92	Nov. 93	Dec. 92	Dec. 93	YTD 92	YDT 93
CONUS	$111,665	$114,069	$147,664	$130,542	$178,252	$190,258	$1,373,289	$1,414,689
Overseas	$51,503	$ 48,771	$66,117	$54,322	$73,368	$76,413	$611,382	$595,498

Marine Corps Exchange Sales October - December 1993

	Oct. 92	Oct. 93	Nov. 92	Nov. 93	Dec. 92	Dec. 93	YTD 92	YTD 93
CONUS	$40,614	$42,084	$42,192	$44,276	$54,339	$61,432	$451,731	$466,734
Overseas	$6,573	$6,448	$6,531	$6,345	$8,590	$8,106	$72,686	$71,760

Coast Guard Exchange Sales October - December 1993

	Oct. 92	Oct. 93	Nov. 92	Nov. 93	Dec. 92	Dec. 93	YTD 92	YTD 93
CONUS	$8,788	$10,093	$10,915	$10,936	$12,175	$10,862	$10,7429	$109,663
Overseas	$2,425	$2,944	$2,548	$2,690	$3,096	$3,392	$26,396	$27,339

What Is MWR?

By Carole S. Thompson

Business news tends to be grim these days: the economy is growing, but slowly; the military is drawing down, closing bases and decreasing the customer base for exchanges and commissaries. But just when it could look bad for anyone doing business with the military, ALA has good news. Right in your own business backyard, there is a multi-billion dollar market that most ALA members know little about. This market is the club and recreation giant called Morale, Welfare, and Recreation (MWR).

ALA
MWR
EXPO
1994

MWR Is Big Business

The mission of MWR in all five Armed Services is similar: to improve quality of life, fitness, and well-being of its service members and families. MWR's *raison d'etre* is mission readiness and support, which have roots that extend to the 1940s.

Everyone remembers the morale-building USO tours of World War II, especially those of Bob Hope. During the Vietnam War, Special Services, rather than just the USO, provided clubs and other recreation programs at military installations at home and overseas to improve the quality of life for service members. When American society began to recognize how the quality of recreation and fitness could provide positive social change, the Armed Services decided to upgrade recreation services.

MWR was born in the early 1970s when all the recreation, morale, and welfare services on an installation were consolidated. It made good business sense to have one person at each installation in charge of administering these MWR activities. Special Services officers were replaced by civilian recreational managers and directors.

With the advent of the all-volunteer Army, military installations needed to provide recreation programs that were attractive and profitable. In other words, base-level recreation activities had to compete with civilian recreation outside the front gate.

In the 1980s, MWR moved toward a more customer-oriented plan of delivery; it got to know its customer base and began to provide activities tailored to a particular base's needs. Self-sufficiency

MWR SAMPLER

All numbers are approximate because of the drawdown, but they give you an idea of the size of some MWR services.

	Army	Air Force	Navy	Marine Corps	Coast Guard
Lodging Rooms	29,350	48,373	*149	609	N/A
Clubs	350	195	264	96	29
Golf Courses	99	80	54	12	3
Bowling Centers	136	113	107	26	5
Child Development Centers	273	111	160	N/A	N/A

N/A = These activities are not currently an MWR responsibility

* The new Sanno Hotel, Tokyo, Japan

became important as congressional dollars dwindled. As MWR activities adopted more businesslike methods of operations and accountability, recreation programs began charging for events and services.

Today, MWR faces the challenges of a decreasing customer base and purse tightening by Congress. Instead of focusing on the negative, MWR officials in all branches of the Armed Services are meeting budgetary challenges by applying creativity and stringent business management practices to their commands. MWR is important to the service members and their families, to the reservists, and to the retirees. Surveys of active duty members consistently state that support and recreation services, as well as commissaries and exchanges, earn approval ratings of 80 percent or better as reasons for staying on active duty. In fact, Navy enlisted personnel state that support and recreation services are their number one reason for staying on active duty.

Opportunities for selling products and services to MWR are immense.

Army

"Opportunities for vendors to supply our needs are almost endless," according to Col. Douglas J. Middleton, Chief of Staff of the Army's Community and Family Support Center for MWR. "The market is shifting slightly now and we're all coming to grips with this. As the Army downsizes, our opportunity to generate funds becomes more critical. We need to be sure that we are efficient in our operations, yet we have to keep in mind our mission is to provide support and service."

To provide these services, MWR's operating budget last year was $1.5 billion. Army MWR operates what might be called the largest billeting operation in the world. As part of its hotel business, MWR runs the Armed Services resort hotels, used by members of all five services. These hotels include the Hale Koa in Honolulu, which boasts the highest occupancy rate of any resort hotel in the United States, and the new Shades of Green resort at Disneyworld, which just opened in February 1994. MWR buys everything from soap to sheets to five-star food and beverage services for these and other billeting operations.

But Army MWR is more than its premier recreation facilities. MWR encompasses community clubs, state-of-the-art fitness centers, skating rinks, recreation equipment rentals, marinas, stables, libraries, slot machines at overseas installations, child care facilities, and much more.

Middleton sees one MWR function as particularly important: its child care operations. Many service families have two working parents; often one parent will be deployed while the other is left to cope with child care. The Army provides child care in a center staffed with professional child care providers; in the on-base homes of trained providers; and in off-base facilities when the installation cannot meet the child care needs of a soldier on-base.

As MWR programs become more customer-oriented and competitive with off-base activities, Middleton and his staff seek new products and ideas to keep their programs viable and as self-supporting as possible.

Air Force

Air Force Services is dedicated to "providing expertly managed programs and quality service while demonstrating the highest level of integrity and stewardship." Major General (Select) Norm Lezy, Air Force Director of Services, extends this vision statement with the theme of Air Force Services: "Maximum value: Exceeding customers' expectations of quality and fair pricing."

Air Force Services is committed to good stewardship of taxpayer and troop dollars through sound business management, but its first concern is improving the quality of life for troops here and overseas. At home, Air Force Services supports a wide range of mission-related services such as fitness centers, libraries, child development centers, and recreation centers. Air Force Services also sponsors self-supporting business activities that include 39 aero clubs at installations worldwide.

When troops are deployed, the first in and the last out are the Services people. During a recent deployment to the Egyptian desert, they provided some comforts of home: an outdoor movie theater, weights, volleyball courts, basketball courts, ping-pong tables, color televisions, Nintendo sets, a library, and, one night, 50 Pizza Hut pizzas from downtown Cairo. Services personnel organized tours of the Pyramids in Giza and the Sphinx and other cultural activities.

In January, Air Force Morale, Welfare, Recreation, and Services changed its name to Air Force Services to reflect its added responsibilities of troop feeding, lodging, and mortuary services. Its headquarters, in Crystal City, Virginia, formulates centralized policy, but they operate under decentralized execution. Decentralized execution means that local installation commanders have the authority to decide what kind of programs they want and to implement those programs. Services has an Operating Agency in San Antonio, Texas that provides assistance to field units, such as central purchasing through the Air Force Nonappropriated Fund Purchasing Office (AFNAFPO).

A Sampling of Suppliers Who Know the Benefit of Exhibiting at ALA MWR EXPO 1994

Aamstrand Ropes and Twines
Accardis Systems Inc
Active Sport Products
Adams USA Inc
Adidas
Aerobics and Fitness Assn of America
Agri-Products Special Markets Inc
Airway Industries
Alder Food Distributors Inc
Allied Golf Corp
Alto-Shaam Inc
Alumacraft Boat Co
American Electronic Sign Co
American Home Food Products Inc
American Recreation Products
American Sail
American Textile and Trim Co. Inc
Anchor Audio Inc
Anchor Industries Inc
Anheuser-Busch
Appleseed Recreation
Arion Manufacturing Co Inc
Army Times Publishing Co
Art Line Wholesalers Inc
Ashwood Basket Corp
AT&T Global Information Solutions, Federal Systems Div
Atlantic Rubber
Augusta Sportswear
B & A Distributing Co Inc
Babco International Inc
Baltic Linen Co
Beachtech International
Bemis Casual Furniture
Bench Craft Inc
Bestler Industries, The
Best Litter Receptacles Inc
Bicycle Corp of America
Big Jim Halter Co
Big John Corp
Bio Orthotics International Inc
Bleachers International Inc
Bob's Space Racers
Booklegger, The
Broaster Co, The
Brookfield/Hyde Co
Brunswick/Mercury Marine
Business Graphics
Buy-a-Tux
Cadbury Beverages
California Gym Equipment Co
California Pacific Associates
Cambro Mfg Co
Camel Outdoor Products
Camp Trails Packs
Carillon Importers—c/o Dunham & Smith Agencies
Cascade Fibers Co
Cascade Thermarest Products
Catermate
Cathay International
Catoma Outdoor Pool
Catoma Tents
Caviness Woodworking Co
Celebrity Sing-a-Long Systems
Century Tool & Mfg Co
Cerf Brothers Bag Co
Champion Glove
Chevron Chemical Co/Pro-Gard
Chilton Marketing Corp
China Mist Tea Co
Classic Medallics Inc
Classic Trailers
Cleveland Corp
Coca-Cola Co.
Coffee Break Services
Columbia Par Car Corp
Command Marketing Corp/Military Sales & Service
Commercial Marketing Assoc./Milliken Carpet
Concept Automation Inc
Connelly Billiard Inc
Contour Pedal Boats
Converse Shoes
Courtesy Products
Craddock-Terry Inc
Creative Outdoor Designs Inc
Danner Shoe Mfg Co
Day Mark
Decorate Your Walls
Deep See Inc
Delfield Co, The
Delong Sportswear
Delta Golf Co
Deroma USA Inc
Design Materials, Inc
Dinoflex Manufacturing Ltd
Dolphin Fun Boats
Douglas Sports Inc
Downey Communications
Doyle International, Div. of Doyle & Associates
Dunham & Smith Agencies
Dynamic Message Systems (Gordon Sales Co)
E&E Foods
E-Z-Go Textron
Eagle Crest
Earle Kinlaw & Associates
Ecolab Inc
Edible Technology
Educational Institute of American Hotel & Motel Assn
Elbelco
Encon International
Engineered Plastics Inc
Enjoylife Inc
Eureka Tents

Navy

The Navy's MWR not only provides services ashore, it also provides services afloat. "There is some kind of MWR program on every ship we put to sea, from feature films on the smallest ships to well-equipped fitness centers on aircraft carriers," says Capt. Frank E. Jepson, Jr., Chief of the MWR Division, Bureau of Navy Personnel. "We focus on providing healthy alternatives to the troops." Through its Fleet Recreation Awards Program, MWR encourages the development of outstanding recreation programs aboard ship. In 1993, seven ships with quality programs won cash prizes for their recreation funds.

Providing recreation activities on board ship is only part of MWR's mission. It also supports the Navy family by providing child care on a regularly scheduled or drop-in basis, as well as care provided by spouses in government housing. When one parent is deployed at sea, youth activities can help youngsters cope. The Navy plans to enlarge the scope of its youth activities to include an emphasis on life skills and learning skills.

A sense of community is particularly important on a Navy base when ships typically deploy for six months at a time. MWR organizes ship homecoming parties, picnics, and holiday programs. In community activities, as well as in individual programs, the Navy stresses readiness and fitness for its sailors and lifelong fitness skills for family members. "On Track to Excellence" is the theme of Navy sports and physical fitness programs at the base level for intramurals and other sports activities, and at the national level for the All-Navy training camps that help prepare athletes for the Olympics and the Pan American Games.

"When I'm asked if I'm a service or a business, I say I'm a service. I rely on our business acumen and instincts in order to generate the revenues needed to convey the service," says Capt. Jepson. Two programs in particular produce the greatest rate of return on investment of any MWR program: golf and bowling. Using its annual budget of $752 million, MWR creatively and economically meets the leisure needs of the Navy community.

Marine Corps

The organization of Marine Corps MWR is different from that of the other services because the Marine Corps has retail as well as services under its umbrella. What does this mean? It means that four "companies" are consolidated within the Marine Corps MWR: the Marine Corps Exchange, services operations, food and hospitality operations, and recreation operations.

The exchanges and services operate within one branch, retail operations. The exchanges are the retail part of MWR while the services operations sector of

A Sampling of Suppliers Who Know the Benefit of Exhibiting at ALA MWR EXPO 1994

Europa Sports Products
Eurpac Service Co
Eurpac Special Markets
Event Equipment Sales L.P.
Excalibur Electronics Inc
Exhibitor's Showcase
Fathom Wetsuits
Fencemaster
Fiber Lite Associates
Fireworks By Grucci
Flaghouse Inc
Food-Trak Food & Beverage Mgmt Software
For Bare Feet Inc
Force Outboard Motors
Frank Sussman Co, The
Franklin Sports Industries Inc
Frymaster Corp
Full Swing Golf
Future Products/NWT
Gamemaster Athletic Co
Garland Comm. Ind. Inc.
Gasser Chair Co Inc
Gatorade
Gear For Sports
Gekay Sales and Service Co Inc
Generation III Boats
Gill Marketing Co
Glowmaster
Gold Eagle
Gold Medal Recreational Products
Gourmet Display
Gourmet Graphiques
Gronman Boats
Gung Ho Corp
Hage & Hage Marketing
Hawker Aerospace
Health Made Sauna (plh)
Henny Penny Corp
High Sierra
Highlights In Lighting Inc
Hollywood Bases
Homer Laughlin China Co, The
Hot Food Boxes Inc & Sensor Products Inc
Houtz & Barwick
Hubert Co
IBM
IHK International
Infanti Chair Manufacturing Corp
Innovative Concepts In Entertainment
Innovus Multimedia Inc
Intermetro Industries Corp
International E-Z Up Inc
Island Oasis
J D Store Fixture Inc
Johnson Camping
Johnson Fishing
Johnson Leisure Incentives
Joslin Displays Inc
Kapco
KD Kanopy Inc
Kent Sporting Goods Co Inc
King Louie International Inc
Koala Corp
Lakeside/Aris
Lawrence Metal Products
Lehan Distributors Inc
Leisurelife USA Inc
Life Fitness
Lincoln Equipment
Link Industries
Little Tikes Co, The
Load Rite Trailers
Lockermate Corp
Longmont Foods
Lowe Boats
Lowe Industries/OMC Boat Group
M J Daniel Co Inc, The
Mach 1, Inc
Magnuson Industries
Mainstreet Menu Systems
Mark Abrams Linens Inc
Markwort Athletic Products
Mars Inc
McArthur Towels Inc
Merco Products
Mercury/Mariner Outboards
Metaltech Inc/Sunburst International Division
Microfridge Inc
Midwest Sporting Goods Distributors Inc
Military Club and Hospitality/Exchange & Commissary News
Military Living Publications
Military Sales & Service
Miller Brewing Co
Minn Kota Golf
Mistral Sailboats
Mity-Lite Tables
MMI - Federal Marketing Service
Mobil Chemical Co
Mohawk Marketing Corp
Montgomery Hosiery Mill Inc
Moss Inc
Multimedia/Telsign
MWR Marketing
MZM Sleeping Bags
Nabisco Biscuit Co
National In-line Hockey Assn
National Paintball Supply Inc
National Recreation Systems
National Specialty Lighting
National Waste Technologies
Nautilus International
Nocona Athletic Goods Co
Noh Foods of Hawaii
Nor-lake Inc
Nordic Advantage Inc
Nova Chrome
Nupo Inc

MWR includes vending and amusement machines, barber/beauty shops, equipment rental, car washes, flower shops, taxi service, recycling, video rental, travel agencies, and other personal services. Just as in the other services, MWR also runs food and hospitality activities like the clubs, fast food outlets, cafeterias, and temporary lodging facilities.

We are a wide open market, a market that our traditional vendors have not even thought of getting into.

MWR also operates a large recreation system and the All-Marine Sports Program that sends athletes to the Olympics and other international sports competitions. Past Marine champions have included boxers Leon Spinks and Ken Norton. Marine Corps recreation programs such as fitness centers, theaters, libraries, youth centers, golf courses, and bowling centers are popular at Marine Corps installations worldwide.

The Marine Corps MWR provides services to 175,080 active duty and 203,000 family members and 314,000 retirees, and operates on a $650 million budget. According to Mr. J.R. Joy, Director of the Marine Corps Morale, Welfare, and Recreation Support Activity, "We are a wide open market, a market that our traditional vendors have not even thought of getting into. It will be a real eye opener for them at the EXPO. The EXPO will be an opportunity for us to meet a whole range of new vendors who can present us with opportunities that we had not even thought of."

Coast Guard

The Coast Guard's MWR may be small, but it's dedicated to the health and well-being of its service members. The Coast Guard has 800 commands with an average of 25–30 people stationed at each. Because of its geographic diversity and often isolated installations, the Coast Guard runs a very decentralized MWR program. To help deliver its services more effectively to the Coast Guard family, MWR is developing a Concept of Operations that will combine MWR programs and the management of the exchanges.

Major programs include those at Governor's Island, New York; Cape Cod, Massachusetts; and Kodiak, Alaska. All three are large enough, to support golf courses. The Coast Guard also runs major programs at the following locations: the Reserve Training Center, Yorktown, Virginia; the Support Center, Portsmouth, Virginia; the Aviation Training Command, Mobile, Alabama; the Training Center, Petaluma, California; and the Recruit Training Center, Cape May, New Jersey.

On most ships and installations, one officer will be assigned MWR as a collateral duty. Captain J. Frederick Ver Planck, Commander, Coast Guard MWR, remembers the days when as a shipboard morale officer, recreation meant a bingo game and pizza halfway through a month-long cruise. Today, the Coast Guard MWR runs programs in 23 states, the District of Columbia, and Puerto Rico, that include bowling alleys, child development centers, theaters, swimming pools, and hobby shops.

MWR is the world's largest leisure services system and services more than 12 million people annually, including active duty military, guard and reserves, retirees, civilians, and all their family members in the United States and overseas.

A Sampling of Suppliers Who Know the Benefit of Exhibiting at ALA MWR EXPO 1994

Nutmeg
Oakley-c/o International Marketing Corp
Old Town Cande Co
Otis Spunkmeyer Inc
Paddington Corp, The
'Paddle Wheeler' Div. of DMM Industries Inc
Par-t-Gold/Optronics Ltd
Park Structures Inc
Paul P. Power Associates
Pelican Pedal Boats
Penn Racquet Sports
Pepsi-Cola Co
Performance Awards
Personal Stamp Exchange
Peugeot-c/o International Marketing Corp
Pharmatronics Inc
Pioneer Laserkaraoke, Military Sales
Plantation Playgrounds
Planteriors Inc
Plastic Lumber Co
Playsystems/Steelsystems
Plymold Seating
Polar Cic Inc
Polar King International Inc
Porter Athletic Equipment Co
Powerbars/Easton Sports/d.p. Military Sales & Service Co
QNC Inc
Quaker Oats
Quip Industries Inc
Range Master Golf Products
Range Servant America
Recreonics Inc
Reliable of Milwaukee
Resource Marketing Group Inc
Riddell Inc
Ridenour Entertainment Inc
Riverside Furniture Corp
Roughneck Boats
Royal Textile Mills Inc
Royale International
Rubbermaid Outdoors
Rubbermaid/Gott Coolers
S C Johnson Professional Care—c/o Dunham & Smith Agency
S C Johnson & Son
S&S Shoes
Safesport Mfg Co
Sam Ash Sound & Lighting Inc
Sanitech Corp
Santa Barbara Control Systems
Satellite Sports Networks
Sathers Inc
Saunders Provision Co Inc
Scorpio Products Inc
Sculptchair
Sea Nymph Boats
SecondWind Co
Service Quality Institute
Sheila Goldman Ltd & Robert Miller Associates
Shelby Williams Industries Inc
Signature Designs
Silstar Fishing
Silva Compasses

Opportunities for selling products and services to MWR are immense. As an international hotel and food services business, MWR requires everything from food preparation equipment to cocktail napkins. Many of the services are actively seeking help in redesigning their club systems. MWR buys every imaginable kind of outdoor recreation equipment for all terrains and seasons. For their child development centers, they buy toys and all the things needed to support the centers. Where can you meet the people authorized to buy for this $15 billion program? Hundreds of MWR professionals will be in Denver, Colorado, August 22 to 24, at the ALA MWR EXPO.

Coming This Summer

In the summer issue of *Interservice*, a second article on MWR will focus on how suppliers do business with the services' MWR activities. It will also include a guide for doing business along with names, addresses, and phone numbers of contacts. The opportunities for growing your business are many and best expressed by Mr. Joy of the Marine Corps, "We are a wide open market, a market that our traditional vendors have not even thought of getting into. It will be a real eye opener for them at the EXPO."

Will your company be at the EXPO to find out what Joy means, or will your company watch as your competition passes you by? ■

Carole S. Thompson is a freelance writer, editor, and corporate trainer based in Alexandria, Virginia. Her workshop topics include grammar reviews, punctuation refreshers, and lean corporate writing. Call (703) 379-6094/6193 for more information.

A Sampling of Suppliers Who Know the Benefit of Exhibiting at ALA MWR EXPO 1994

Skip's Sports
Slush Puppie Corp
Snapple Beverage Corp
Snark Boats
Sound Pacific
Sound-Craft Systems Inc
Southern Aluminum
Southwest Enterprises
Spalding Sports Worldwide-c/o Dixon Marketing Inc
Sparton Enterprises Inc
Specialty Environmental Technology Inc.
Specialty Recreation Equipment
Sport Court Inc
Sportime
Springer Publishing
SSK America Inc
Stairmaster Sports/ Medical Products Inc
Sterling China Co
Stroh Brewery Co, The
Stroh Brewery Co, The-c/o NPC
Sun Billiards International
Sundrella Casual Furniture
Sunnywell Display Systems Inc
Superior Linens
Supreme Products Inc
Sure Shot Sports-c/o Skip's Sports
Tablecloth Co Inc
Task Industries
Tec America
Tennessee Trailers
Texsport
Thorlo Inc
Tiodize Co Inc
Tom's Foods Inc
Tony Cachere's Creole Food of Opelousas
Trailex Co
Tropic Slush
Tru-fit
Truesoups
Tuflex Rubber Products
Tunturi Inc
Tyson Foods Inc
U S Range Inc
U S Toy Co Inc
UDMH—c/o Dunham & Smith Agencies
Unique Images Corp
Unisell Commodities International Inc
Unisource Worldwide Corp
Universal Gym Equipment
User's Friend, The
Variety Electronics Inc
Varitronic Systems Inc
Venus Knitting Mills
Versaclimber
Viking Recreational Vehicles
Virco Mfg Corp
Wa-Mac Inc
Waljan Products Inc
Waring Products Division
Water Safety Products Inc
Watt/Spohn Universal
Waverly Group, The
Webcoat/Visions Innovated Products
Welbilt Corp
Wellington Leisure Products
Wenger Corp
Westweave Carpet Mills
Wholesome And Hearty Foods Inc
Willco Enterprises
William Grant & Sons c/o Dunham & Smith Agencies
Windsor Industries Inc
World Tableware International
Xpres Corp
Yamaha USA Golf Car Group
Zenasia
Zenith Electronics Corp
Zeppelin Inflatable Boats

Suppliers interested in receiving information about exhibiting at MWR EXPO 1994 in Denver from August 22 to 24 should contact:

ALA Show Management, Inc.
c/o Exhibit Promotions Plus
11620 Vixens Path
Ellicott City, MD 21042–1539
Phone: (410) 997–0763 Fax: (410) 997–0764

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Interservice

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Congressional Info. Service
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Congressional Info. Service
Bethesda, MD 20814

ONE LARGE SHAQ AND HIS FAMILY MADE THE COMMISSARY AND THE EXCHANGE A FAMILY TRADITION

SERVICE HAS ITS REWARDS

Inside this issue:

ALA'S ANNUAL MEMBER BROKERS AND DISTRIBUTORS DIRECTORY

Sizzling Frozen Foods • DeCA's Best

Score Big at the MWR EXPO

Who's in Charge at NEXCOM? RADM Kavanaugh Speaks

Interservice

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- Commissary Roundtable, June 27–29, Baltimore, Maryland
- ALA European Meeting, July 10–13, Garmisch, Germany
- ALA MWR EXPO 1994, Aug. 24–25, Denver, Colorado
- ALA's Patron Awareness Campaign

MWR Is Big Business

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Interservice

VOLUME 14, NUMBER 3 SUMMER 1994

ALA's Annual Brokers & Distributors Directory

Compiled By Pat Poindexter-Ojo, Assistant Editor

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Buyer Meets Seller

By Bill Irwin

Mr. Irwin presents another aspect of making the MWR EXPO 1994 exceptional! Come to Denver where the MWR Committee assures buyers meet sellers and, of course, sellers meet buyers. Truly, with training seminars and full scale vendor product demonstrations, this MWR EXPO should not be missed. Everyone committed to the success of MWR activities should attend. 44

MORALE, WELFARE AND RECREATION

A Sporting Proposition

By Carole S. Thompson

Interservice went directly to several sports vendors to find out what they will be bringing to the MWR EXPO 1994 in Denver, Colorado. Morale, welfare and recreation is big business. Congress realizes military personnel need to be physically fit. This is important. MWR plays a substantial role in keeping troops fit for mission readiness. 50

MWR Is Big Business

Executive Briefing

Review

Executive Briefing is the American Logistics Association's monthly newsletter for the military resale, MWR, and troop subsistence industry. This review covers highlights from recent newsletters. Contact ALA headquarters for back issues.

Congressional Activities

■ **In March the Congressional Budget Office** issued its annual list of options for reducing the budget, including eliminating appropriated funds for commisssaries, raising prices by 20 percent, and reducing the level of appropriated funding for MWR activities. **Congressman Ortiz** expressed concern about such reductions, so the subsequent House Armed Services Defense Authorization Bill (HR 4301) provided for a $40 million increase in funding for commissaries. The Senate Armed Service Committee was also working on its version of a Defense bill. The HASC also directed that:

- ☐ A report on proposed DeCA reorganization strategies be issued to HASC
- ☐ No commissary be closed if the installation is not being closed without 90 days notification to Congress
- ☐ No major product category be deleted from commissary stock assortment without 90 days notification to Congress
- ☐ Surcharge fund expenditures may not be adjusted by type without 90 days notification to Congress.

■ **The HASC Defense Spending Bill** examines exchange issues, notably the Deferred Payment Program. It also directs that:

- ☐ DoD report on the exchanges' economic analysis of distribution of alcoholic beverages
- ☐ Conversion of Ships' Stores to non-appropriated fund instrumentalities be delayed a year (beyond FY 94)
- ☐ DoD provide a plan by April 15, 1995 for maximizing MWR support in light of decreasing MWR funds
- ☐ The Carswell BX Mart test be extended for one year.

■ **Next Year's Round of Base Closings** may be delayed until 1997 for financial and political reasons. Since 1988 only 24 of the 103 major bases slated for closure have been closed. **The Services' FY 94 NAF Construction Program** was finally released to the Department of Defense, and the moratorium on construction has been withdrawn.

News From The Exchange Services

■ **The ALA Dallas Exchange Roundtable Drew Record** numbers at the conference held April 18–20. The program focussed on doing business with AAFES, explained the role of the new Strategic Business Groups, restated Congressman Ortiz' commitment to the military resale system and showed how DoD is willing to reassess former policies. **The Deferred Payment Plan Credit** will be tightened as a result of the increased number of delinquent accounts between November and March. **AAFES Operates Vending and a Retail Outlet** at the "Shades of Green," the Armed Services recreation center run by the U.S. Army at Walt Disney World, Florida. **Dental Services at Fort Hood** will begin early this summer for family members of active duty personnel. Further CONUS clinics will be considered on a case-by-case basis and in Europe later this year. **AAFES Movie Theaters'** popcorn is lower in fat than that served in commercial theaters because it is popped in soybean or corn oil, both low in saturated fat. **AAFES Wraps-up its Support** to DeCA's Tactical Field Exchange in Somalia after shipping almost 1200 tons of merchandise for Operations Restore Hope and Continue Hope.

■ **NEXCOM Initiates Monthly Open Vendor Day Program** for new vendors. Open Vendor Days will be the first Wednesday of each month; appointments on a first-come, first-served basis. Products must be presented in a very focused introductory thirty minute presentation. **NEXCOM Crayons Are Not Affected** by the recall of the US Consumer Products Safety Commission. All crayons sold in Navy exchanges have been certified or approved by the Arts and Crafts

GENERAL STATISTICS

Military Strength Figures as of February 1994, according to *Navy Times*:

Air Force	35,681
Army	566,318
Navy	91,092
Marine Corps	175,838
All Services	**1,668,929**

Number of commissaries as of May 1994:

CONUS	222
Overseas	132
Total	**354**

New DeCA Phone Numbers:
Bob Tate, (804) 734–8128; Ron Renaud (804) 734–8380; Joel McCarty (804) 734–8309; Bill Mehler (804) 734–8314; Chet Boutelle (804) 734–8302; Tom Milks (804) 734–8301.

Defense Commissary Agency Sales ($)

Region	Jan 94	Jan 93	Feb 94	Feb 93	Mar 94	Mar 93	Cum FY94	Cum FY93
Europe	42,398	49,091	41,203	45,578	46,984	49,083	273,427	302,749
Central	62,125	66,475	60,207	62,477	70,826	68,892	399,776	416,008
Midwest	65,183	75,059	63,189	68,921	72,466	74,989	413,326	453,053
Northeast	54,367	64,263	52,920	57,495	63,312	63,310	362,078	388,479
Northwest	61,314	63,420	59,136	60,317	66,048	64,988	390,853	395,118
Southern	78,810	83,879	70,516	77,607	86,285	83,866	493,988	506,172
Southwest	69,382	77,256	66,523	72,026	76,237	78,323	438,706	473,381
Total	**433,579**	**479,443**	**413,694**	**444,421**	**482,158**	**483,451**	**2,277,154**	**2,934,960**

AAFES Sales Figures ($000)

(February is the first month of the fiscal year for the Exchanges)

	Jan 94	YTD Jan 94	Jan 93	YTD Jan 93	Feb 94	Feb 93
CONUS	343.3	5,230.1	317.2	4,652.2	380.1	347.4
Overseas	164.7	2,486.8	181.9	2,594.1	176.9	195.2
Total	**508.0**	7,716.9	**499.1**	7,246.3	557.0	**542.6**

NEXCOM Sales Figures ($000)

	Feb 94	Feb 93
CONUS	99.87	102.80
Overseas	47.76	49.10
Total	**147.64**	**151.90**

Marine Corps Exchange Sales Figures ($000)

	Jan 94	YTD Jan 94	Jan 93	YTD Jan 93	Feb 94	Feb 93
CONUS	26.50	493.24	24.03	475.77	45.99	41.24
Overseas	4.25	75.57	4.44	76.58	6.13	6.76
Total	**30.75**	568.81	**28.47**	552.35	**52.13**	**48.00**

Coast Guard Exchange Sales ($000)

	Jan 94	YTDJan94	Jan 93	YTD Jan 93	Feb 94	Feb 93
CONUS	7,249	116,911	7,973	115,402	9.31	10.10
Overseas	2,307	29,687	1,932	28,328	2.53	2.17
Total	**9,556**	146,598	**9,905**	143,730	**11.84**	**12.27**

COMPETITION IN THE CASE:

Does your product SIZZLE?

As retailers look for ways to increase profits and maximize space, frozen food manufacturers are equally challenged to make sure their products have staying power.

As America's supermarket operators scramble for market position and profit, they are using a myriad of new tools made possible by computer technology and sharp consultants to get an accurate fix on what products are building profits and which ones are dogs.

And, the days of the dogs may be numbered.

For today's successful supermarket operators, it is the practice of art and science as well as a cold-hearted determination to improve the bottom line that may spell the difference between prosperity and the scrap heap in the supermarket wars that take place in virtually every market across the country.

Caught in the middle of all this is the food processor and manufacturer, and the frozen food category is no exception. After all, nobody has invented a space expander for frozen food cases, and companies are not exactly shy about producing new and improved versions of old products, as well as amazing and wonderful new ones, all aimed at retaining and building market share.

Today, however, savvy and sophisticated supermarket operators are armed with new weapons that enable them to practice their art of profitable shelf management by using the science of technology. Scanners, special computer programs, shelf planners, and the brainpower to make sense out of them are now at the store operator's disposal.

They also have the results of a detailed study sponsored for the Food Marketing Institute (FMI) by Frito-Lay, Inc. to help determine where the line is drawn between product variety and duplication, and how supermarkets can decide which products are unnecessary and which ones should be added.

Conducted by Willard Bishop Consulting, Ltd. and Information Resources, Inc., the study showed that supermarkets could actually increase profits by cutting SKUs of products in some categories, and that consumers either didn't know the difference or actually thought more variety had been added.

"New items may be the lifeblood of our industry, but those of us who manage this huge assortment also know what this flood of opportunities can do to our blood pressure," John Hooley, president and chief operating officer of Cub Foods, observed.

In 1992, the supermarket industry was besieged by nearly 17,000 new items, a number that has grown steadily from 1988's figure of 10,500 and shows no sign of changing. Yet, the average number of items stocked has remained at about 30,000 per supermarket for the last three years.

"Our industry," declared Jim Moody, chairman of Hannaford Brothers Company, "may have reached the saturation point."

What's more, Moody noted that even though there are increasing numbers of new items, the industry's average retail sales per square foot has steadily declined over the last five years when inflation is considered.

That, coupled with the stiffening competition from alternative store format operations such as membership warehouse clubs, prompted FMI and other groups to develop the Efficient Consumer Response (ECR) strategy, designed to help cut waste across the food distribution system. Part of ECR is a strategy to optimize the productivity of inventory and store space. It is called Efficient Store Assortments.

"We know variety is important to our shoppers," said Moody. "They come back to us over and over again because they know we have a great selection." But he pointed out that supermarket customers still shop at stores, such as warehouse clubs, that offer much less variety.

The Variety-Duplication study included a live category test, in which category variety was changed in several stores in study markets to determine the impact on consumer response and profit. In the three markets used, each retailer followed the same duplication reduction process, but each implemented the recommendations to a different degree.

The results: a 1.62 percent average gain in category dollar sales when the retailer removed the recommended number of items; nearly a one percent sales improvement when the retailer removed fewer items than recommended; a decline in sales when a retailer removed many more items than recommended.

What did shoppers say?

- 80 percent saw no difference in the number of items across the three markets and six categories.
- Only four percent noticed what really happened.
- 16 percent thought the number of items had been increased, and said the category was easier to shop.

Dan Raferty, vice president at Willard Bishop Consulting, explained the system supermarkets can use to determine which items could be removed without harming sales.

Pick a category that could potentially benefit from duplication reduction by inspecting shelf stock conditions immediately after a period of heavy business, he said. "The simultaneous presence of both out-of-stocks and nearly full items is a sign of an opportunity to reduce duplication," he said.

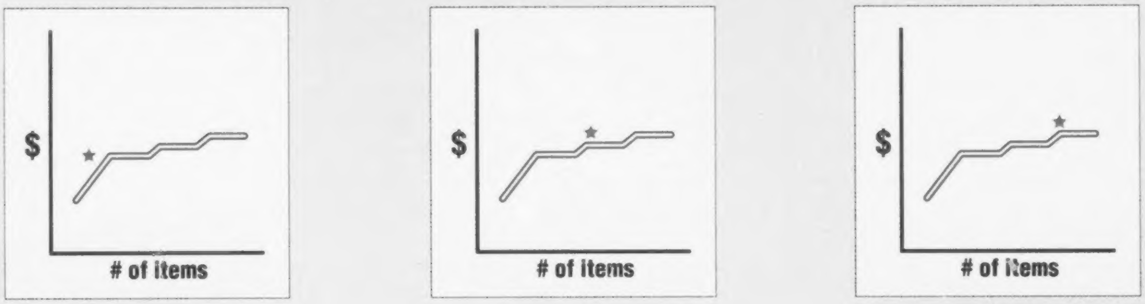
Another way is to use a market check, where a buyer may evaluate items not carried, but available in the market. This type of evaluation, he said, indicates whether a category is a candidate for duplication reduction if items-not-carried don't easily fit in with the existing offering.

A third method is to use a large data base to plot sales versus number of items for a category. By using a graph, retailers can determine where opportunities might be hidden. If the category's sales and item count are low, but in the rapidly increasing area of the graph, unique items should be added to increase sales. On the other hand, if the category's sales and item count are near to the top of the edge of a step, reducing the number of SKUs could lower sales.

For example, the Variety-Duplication report includes a chart representing

The Theory Behind Limiting Sales Risk

Category sales do not always rise as items are added



Sales and item count are low. Unique items could be added to increase sales.

Sales and item count are near top of a step. Reducing SKU's could lower scales.

Sales and item count are well away from top of step. Sales should remain constant after duplicates are removed. Unique items could be added to increase sales.

average weekly sales of frozen vegetables during the last quarter of 1992 in stores with annual sales of between $6 million and $12 million.

That chart, Raftery explained, indicates that stores need to compare the number of SKUs they carry. For example, a store that carries 180 SKUs of frozen vegetables might be able to reduce some items without hurting sales. "They might be able to go down to 112," he said, "without hurting sales. But what we actually found out, was that the sales did not stay flat, they went up because stores replaced slower moving items in the category with faster moving, non-duplicating items. That's the key."

Dan Wesser, director of client services at Information Services, Inc., said their studies have shown that stores have opportunities to reduce SKUs in the four frozen categories studied, depending on the product and store size.

For example, he said reduction opportunities exist in the frozen dinners/entrees area for stores in the $6–$12 million range, and the $30 million and above range.

Frozen pizza's vulnerability is in all of those store levels except the highest, as well as in the $2–$6 million range. Frozen side dishes are vulnerable only in the largest stores, while frozen vegetables are vulnerable in stores of $6–$12 million a d $20–$30 million.

Building the Efficient Store Assortment

An organized process removes guesswork and reduces risks.

A clear focus on product characteristics (size, flavor, package type, form, brand) is the key to understanding the shopper view of variety.

Duplicate items have no unique characteristics for shoppers and share sales among themselves.

Each category has one or two primary characteristics that can be used to identify duplicate items.

Categories have different amounts of item duplication. Across-the-board item reduction spells trouble for some categories and falls short of the mark for others.

(See Charts on page 30)

"Frozen food is really not more vulnerable than any other category," Raftery said. However, he pointed out that there is a significant "me-too" problem in that category, and that manufacturers need to be careful about developing and trying to sell products that simply duplicate what others in their product line already achieve.

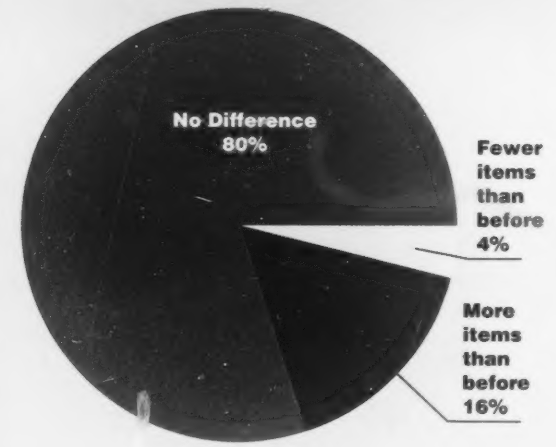
The controlling factor in the frozen food category, Raftery contended, is consumer taste. "There is a real link between quality of taste and the life of a product."

But having the best tasting product is no guarantee, he added.

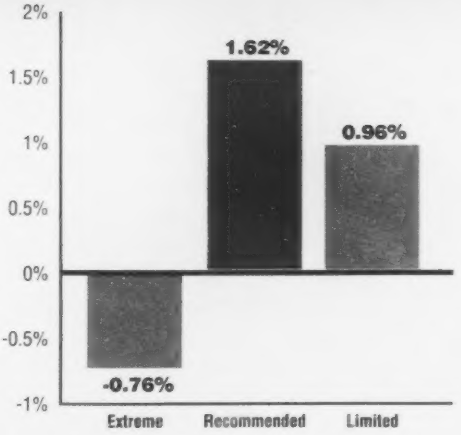
"It's probably the toughest category for a manufacturer to be in," Raftery said. "There is a lot of R&D, and once you develop the best fettucini alfredo on the market, you may not be abe to get it into the warehouse pipeline for a year or more, because there is simply no space."

Once poor performing duplicates are identified and removed, then retailers can make a decision as to whether they should be replaced by faster moving products in that category or whether the space should be devoted to something else.

Did Shoppers Notice a Difference?



Net Sales Changes*
by Depth of Item Reduction



*% difference in retail dollar sales compared to control stores
Source: Information Resources, Inc.

In the freezer case, space is going to be used for frozens, so when somebody loses, somebody else is likely to win.

The study recommends that after all shelf adjustments have been made, retailers should monitor category performance and review it again. One critical question to ask is "Where did the sales go from the items that were removed?"

Some options for retailers then include:

Expand space for existing items. This action is quick to execute and clearly called for when the initial shelf check identifies several out-of-stocks and slow movers in the category. Expanding space of fast-movers can reduce out-of-stocks and make these items easier for shoppers to find.

Add new categories to the store. If new categories are desired and space not available, a retailer could use the duplication reduction process to open up space. In some stores, adding new categories could enhance the overall variety image.

Add new departments. Some retailers are radically changing the variety image of their stores by adding such offerings as eating areas, photo labs, video departments—all actions that could threaten the turf of existing categories.

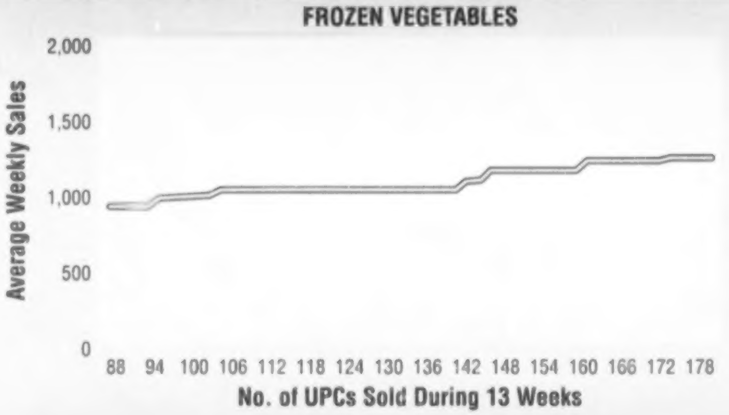
At Cub Foods, stores range from 70,000 square feet to 100,000 square feet, with the majority of the space devoted to food.

"We have always had the luxury of handling a huge SKU count because of the store size," said Cub's Hooley. "Frankly, I never thought we would see the day when we would have to turn down a new item because of space limitations. But that day has, indeed, arrived."

Cub was one of the test companies used in the survey, and found first-hand that sales improvements could be made by blending art and science with hard-nosed bottom line-directed decisions.

"Cub Foods definitely intends to pursue the methodology involved here to continue to use variety as a strategic weapon," Hooley said, "while managing our variety to control costs and increase sales."

Stores with Annual Sales of $6-$12 Million



Reduction Opportunity Analysis CDI within Store Size

	$2-6 MM			$6-12 MM			$17-20 MM			$20-30 MM			$30+ MM		
	LO	AVG	HI	LO	AVG	HI	LO	AVG	HI	LO	AVG	HI	LO	AVG	HI
FROZEN DINNERS/ ENTREES				X			X						X		X
FROZEN PIZZA	X	X		X				X		X					
FROZEN SIDE DISHES						X								X	
FROZEN VEGETABLES						X					X				

The message for manufacturers, according to the consultant, Raftery, is to "shake up the way they make product decisions. If they ask the question early on, 'Is this adding something unique to the category?' they are on target. If they come out with more 'me-too' items, then it is going to be tougher than it has been in the past."

Of course, he said, manufacturers might be able to make up for the tougher approach through continued or increased use of promotional allowances or slotting fees. "In the real world, those are P&L line items," Raftery said. "Until that goes away, which may never happen, it is not going to be a pure situation. But with ECR, as retailers look at cost reduction, they've got to be careful, and they're going to be taking the lowest performers out of the store on a store-by-store basis."

For manufacturers, that means an increased challenge. Make certain your products are able to produce sales in this increasingly difficult environment, or start looking around for something else to do.

Maybe just be prepared to walk the dog.

Reprinted with permission from the Nov/Dec 1993 issue of Frozen Food Report.

Bob Gatty is a freelance writer based in Clarksville, Maryland.

No Deep Freeze Here

Ice cream is a hot category—particularly in high-priced, high-quality take-home items. In milk selections, the answer is lower fat content and gallon packaging.

The packaged ice cream/frozen dessert market is healthy indeed. Convenience stores are in a good position to reap the benefits of a consuming population that loves to indulge itself at the same time it obsesses over its collective weight. The ice cream market is one of the few where both fattening, quality desserts and healthy, low-fat treats sell equally well side by side. (And guess what—the majority of consumers still want higher-fat ice cream products.)

Expensive is best where indulgence is concerned

Although consumers have been value-conscious in the '90s, indulgence in special expensive treats like top-quality ice cream or frozen yogurt have helped pricey pints, quarts, and half-gallons grow in share—increasing retail profits with every ring.

According to the International Ice Cream Association, the "Premium" category has the lion's share of sales for all frozen desserts. "Premium" frozen yogurts currently enjoy a 56.4 percent share over frozen yogurts in other price classes.

In ice cream, "Superpremium" products showed the greatest growth of all category price classes in 1993, with sales volumes up 8.4 percent over 1992.

Frozen yogurt is up—again

Sales volumes for this dessert have grown tremendously over the last few years, and although the market seems to finally be maturing a little, it's still showing healthy sales volume increases (up 8.4 percent in 1993). Frozen yogurt has done well mainly because it tastes good and is perceived as guilt-free—although interestingly, consumers buying the packaged brands have traditionally preferred the low-fat versions to their non-fat counterparts, according to the International Ice Cream Association. (Nonfat soft-serve yogurt has been much more accepted, accounting for 27.8 percent of sales, according to the latest figures.)

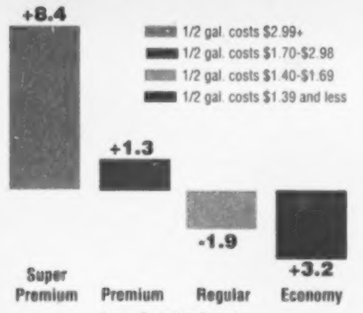
What about the rest of the dairy category? Milk is one of a store's most frequently purchased items. In fact, according to a recent Consumer Attitude Survey from the National Association of Convenience Stores, over 66 percent of surveyed customers said they buy over half their milk at a convenience store. What should retailers know about this category to squeeze more profits from it?

Lighter milk products are still the most popular says the Milk Industry Foundation. Skim milk turned in its strongest performance ever in the last few years, up 17 percent in sales volume at the start of the decade and up nearly another 5 percent in '92. Lowfat milk (2 percent and 1 percent milks) turned in a respectable 4 percent increase in sales volume in 1990, but has now leveled off. Whole milk sales declined an estimated 7 percent in 1990 and another 3.7 percent in 1992.

Size preferences are different

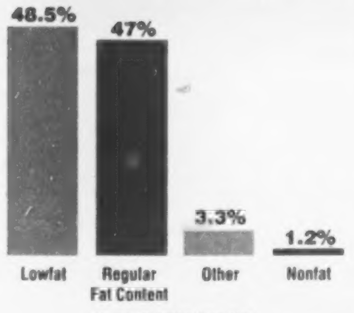
Package size preferences are different from when you started in this business. In 1971, when this industry was in its early stages, 44 percent of all fluid milk sales in the U.S. (including supermarket, diary, convenience and wholesale volumes) were made in half-gallon containers, while gallons trailed at 29 percent. A steady increase in the popularity of gallon containers, however, shows them leaving half-gallons far behind, with preference of 3 to 1 today in favor of gallons.

Printed with permission of Convenience Store Decisions



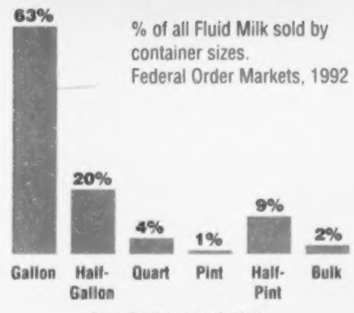
Ice Cream: "Superpremium" is Hot

Source: The Int'l Ice Cream Assn.



What's up in frozen novelties?
% change in unit sales volume, 1993

Source: The Int'l Ice Cream Assn.



Milk: What size sells?

% of all Fluid Milk sold by container sizes.
Federal Order Markets, 1992

Source: The Milk Industry Foundation

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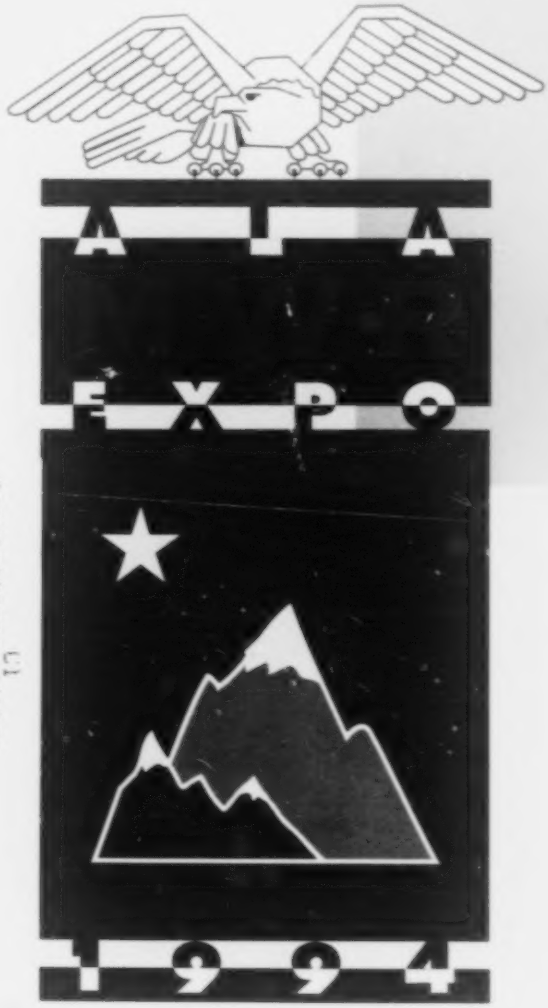
Interservice

THE JOURNAL OF THE AMERICAN LOGISTICS ASSOCIATION

FALL 1994



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MWR Show Specials & Booth Guide

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Zucker & Dubman: Buying and Managing NEXCOM's Merchandise

Run For the Border: ALA's 47th Annual Convention

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By Ken Perrotte

A native of San Antonio, Texas, Robert Downey, ALA's Convention Chairperson, is excited to welcome all to "a great place". Together, he and Mo Levine, ALA's Chairman of the Board, offer some timely perspectives. Included is a *Checklist for Success* in 10 easy steps. **26**

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By Joyce McDowell

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NEXCOM **Elliot Zucker: NEXCOM's Chief Merchant**
Sue Dubman: Success Rests on Big Accomplishments

By Carole Thompson

Bringing the merchandising practices of NEXCOM more in line with those of the rest of the retail world is the goal of two stellar NEXCOM employees: Elliot Zucker, Chief Merchandising Officer and Sue Dubman, Acting Director of Information Systems. We visit with them to get a bead on their plans and formulations to continue NEXCOM's progress in meeting the needs of their patrons. **72**

MWR is Big Business

Defense Commissary Agency Sales ($)

Region	Apr 94	Apr 93	May 94	May 93	June 94	June 93	Cum FY94	Cum FY93
Europe	45,169	51,808	42,519	50,828	44,417	47,759	405,532	453,144
Central	65,992	69,214	63,448	69,218	68,730	68,464	597,946	622,904
Midwest	69,845	75,803	65,189	75,279	70,914	74,339	619,271	678474
Northeast	58,229	64,902	56,767	64,461	60,758	63,898	537,832	581,740
Northwest	63,801	69,426	62,182	66,982	64,574	66,744	581,410	598,270
Southern	81,965	84,557	75,891	84,469	81,301	83,308	733,145	758,506
Southwest	70,514	78,479	67,110	77,480	71,305	74,641	647,635	703,981
Total	**455,515**	**494,189**	**433,103**	**488,717**	**461,999**	**479,153**	**4,122,771**	**4,397,019**

AAFES Sales ($000)

	Mar 94	Mar 93	Apr 94	Apr 93	YTD Apr 94	YTD Apr 93
CONUS	409.6	374.3	417.1	406.1	1,206.8	1,127.5
Overseas	178.5	197.8	186.4	209.3	541.7	601.9
Total	**588.1**	**572.1**	**603.5**	**615.7**	**1,748.5**	1,729.4

NEXCOM Sales ($000)

	Mar 94	Mar 93	Apr 94	Apr 93	YTD Apr 94	YTD Apr 93
CONUS	142.58	144.43	106.78	110.58	349.23	357.81
Overseas	31.34	29.28	37.58	35.57	116.68	113.96
Total	**173.92**	**173.71**	**144.36**	**146.16**	465.91	**471.77**

Marine Corps Exchange Sales ($000)

	Mar 94	Mar 93	Apr 94	Apr 93	YTD Apr 94	YTD Apr 93
CONUS	43.08	37.09	43.35	39.40	89.08	78.33
Overseas	5.55	6.40	6.27	6.77	11.69	12.63
Total	**48.63**	**43.49**	**49.62**	**46.17**	**100.69**	**90.96**

Coast Guard Exchange Sales ($000)

	Mar 94	Mar 93	Apr 94	Apr 93	May 94	May 93	YTD May 94	YTD May 93
CONUS	7.96	8.37	7.79	8.84	10.14	11.46	35.20	38.76
Overseas	2.30	2.08	2.28	2.20	2.99	2.69	9.95	8.98
Total	**10.26**	**10.45**	**10.07**	**11.04**	13.13	**14.15**	**45.15**	**47.74**

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All figures are preliminary and unaudited. Arithmetic differences may occur due to rounding.

Compiled by Herman Marshall, Editor/Publications Manager, Pat Ojo, Assistant Editor,
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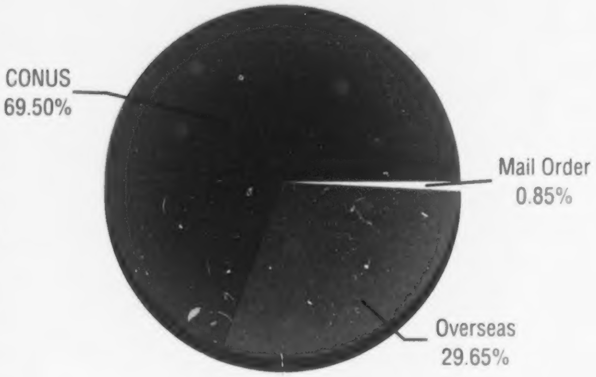
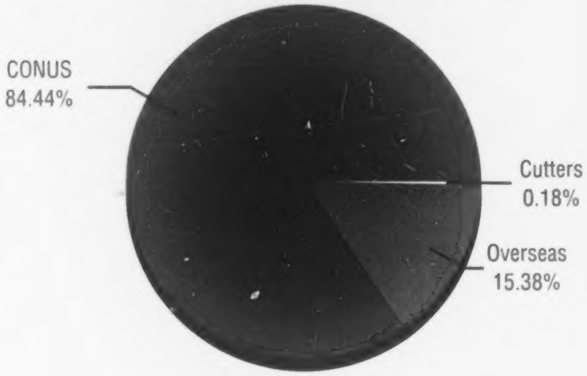
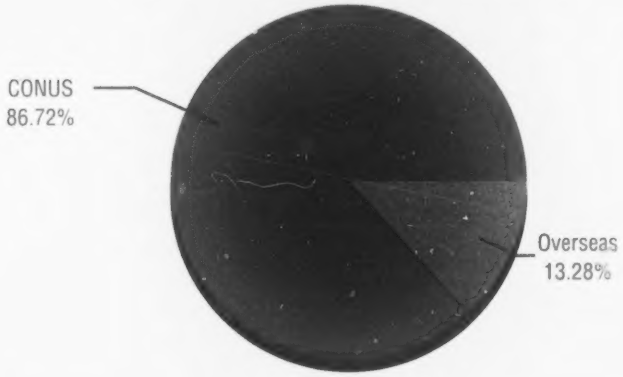


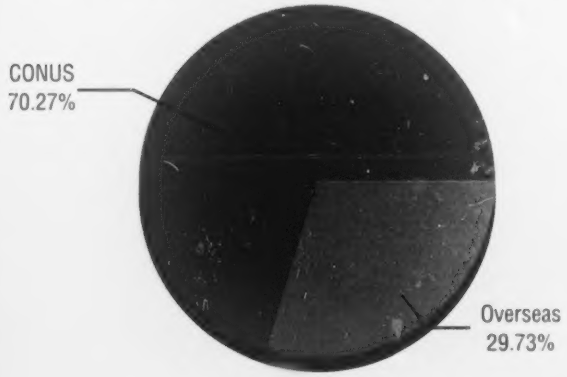
Army & Air Force Exchange Services Percentage of Total Sales FY93



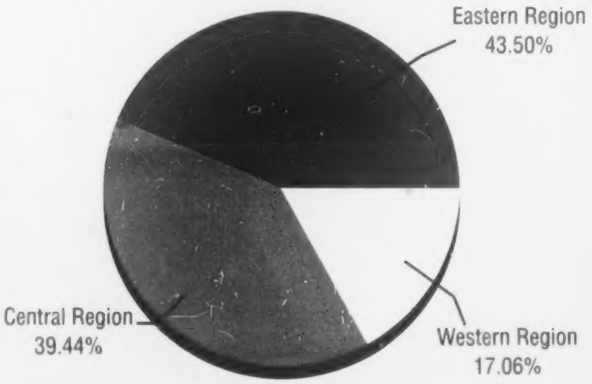
Coast Guard Worldwide Percentage of Total Sales FY93



Marine Corps Worldwide Percentage of Total Sales FY93



NEXCOM Worldwide Percentage of Total Sales FY93



Veterans Canteen Service Percentage of Total Sales FY93

All Services Exchange Summaries

(THOUSAND $)

ARMY & AIR FORCE TOTALS

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 92 vs. 93
CONUS	269,065,901	4,453,472,375	65,095,268	4,787,633,544	4,151,426,644	15.33%
Overseas	274,444,945	1,878,847,004	52,729,321	2,206,021,270	2,231,138,452	-1.13%
Worldwide	**543,510,846**	**6,332,319,379**	**117,824,589**	**6,993,654,814**	**6,382,565,096**	**9.57%**

COAST GUARD TOTALS

Market	Total Retail	Total Services & Others	Total Sales FY93	Total Sales FY92	% Change 92 vs. 93
CONUS	97,470,794	19,780,979	117,251,773	115,864,246	1.20
Overseas	21,356,840	8,614,667	29,971,507	28,523,086	5.08
Coast Guard Cutters	248,906	0	248,906	269,988	-7.81
Worldwide	**119,076,540**	**28,395,646**	**147,472,186**	**144,657,320**	**1.95**

MARINE CORPS TOTALS

Store	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY93 Total	FY92 Total	% Change 92 vs. 93
CONUS	400,439,335	5,072,882	405,512,217	30,943,527	24,834,421	55,777,948	461,290,165	441,864,027	4.40
Overseas	57,931,749	2,990,445	60,922,194	4,462,694	5,234,416	9,697,110	70,619,304	74,011,958	-4.58
Worldwide	**458,371,749**	**8,063,327**	**466,434,411**	**35,406,221**	**30,068,837**	**65,475,058**	**531,909,469**	**515,875,985**	**3.11**

NEXCOM TOTALS

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
CONUS	1,362,386,368	123,866,997	0	21,413,626	1,507,666,991	1,333,281,731	13.0%
Overseas	568,664,954	44,683,356	21,385,292	3,202,316	637,935,918	563,267,348	13.3%
Worldwide	**1,931,051,322**	**168,550,353**	**21,385,292**	**24,615,942**	**2,145,602,909**	**1,896,549,079**	**13.1%**

VETERANS CANTEEN SERVICE TOTALS

Market	Retail Sales	Food Sales	Vending Sales	Service Sales	FY93 Total	FY92 Total	% Change 92 vs. 93
Eastern Region	43,776,295	27,716,609	10,419,462	7,392,614	89,304,981	84,592,143	5.6%
Central Region	36,945,465	27,466,631	10,400,917	6,150,999	80,964,014	76,977,576	5.2%
Western Region	14,864,168	13,192,781	3,983,763	2,980,845	35,021,558	33,508,316	4.5%
Washington, DC (CO)	7,962	279,845	0	0	287,812	179,180	60.6%
Los Angeles (752)	0	25,132	0	0	25,132		
Consolidated	**95,593,891**	**68,681,000**	**24,804,143**	**16,524,463**	**205,603,498**	**195,257,216**	**5.3%**

Army & Air Force Exchange Services (AAFES)

(THOUSAND $)

ATLANTIC COASTAL REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Aberdeen-Edgewood, MD	1,882,368	22,086,074	390,288	24,358,730	22,979,538	6.00%
Andrews AFB, MD	3,114,864	55,785,549	554,142	59,454,555	52,858,516	12.48%
Belvoir, VA	1,669,514	62,696,809	513,964	64,880,287	58,309,799	11.27%
Bolling AFB, DC	2,757,915	33,421,990	222,214	36,402,119	33,033,278	10.20%
Cameron Station, VA	557,680	35,030,773	48,157	35,636,610	36,409,475	-2.12%
Dix/McGuire Consol Area, NJ	3,600,622	65,300,647	675,519	69,576,788	60,959,779	14.14%
Dover AFB, DE	1,873,032	18,531,522	425,758	20,830,312	16,976,561	22.70%
Fort Monmouth, NJ	1,859,959	42,516,456	350,166	44,726,581	38,007,614	17.68%
Fort Eustis, VA	3,054,619	44,098,453	1,021,258	48,174,330	37,480,481	28.53%
Fort George G Meade, MD	2,902,473	53,631,555	555,053	57,089,081	47,699,359	19.69%
Fort Lee, VA	3,817,082	45,238,857	849,705	49,905,644	42,866,056	16.42%
Fort Myer/Fort Mcnair, VA	1,295,662	23,917,634	599,507	25,812,803	25,452,855	1.41%
Langley AFB, VA	1,856,699	60,940,303	446,345	63,243,347	43,128,112	46.64%
Thule AFB, Greenland	18,829	3,401,391	0	3,420,220	3,540,343	-3.39%
Walter Reed, DC	308,207	10,044,932	484,948	10,838,087	10,319,860	5.02%
Atlantic Coastal Region Totals	**30,569,525**	**576,642,945**	**7,137,024**	**614,349,494**	**530,021,626**	**15.91%**

CENTRAL PLAINS REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Altus AFB, OK	284,128	9,400,272	183,299	9,867,699	7,574,022	30.28%
Ellsworth AFB, SD	1,029,888	15,911,955	249,911	17,191,754	15,163,178	13.38%
Fort Leonard Wood, MO	3,901,116	38,715,045	781,401	43,397,562	40,093,580	8.24%
Fort Sill (Control), OK	3,160,412	50,736,547	1,378,279	55,275,238	46,157,532	19.75%
Fort Leavenworth, KS	2,596,187	23,067,292	459,224	26,122,703	22,817,281	14.49%
Fort Riley, KS	4,623,030	38,458,567	1,351,210	44,432,807	36,597,022	21.41%
Grand Forks AFB, ND	1,551,861	21,116,176	179,994	22,848,031	19,102,848	19.61%
McConnell AFB, KS	723,807	10,818,540	168,125	11,710,472	9,845,342	18.94%
Minot AFB, ND	1,251,319	14,830,130	221,837	16,303,286	13,995,601	16.49%
Offutt AFB, NE	1,904,744	34,247,156	488,653	36,640,553	33,124,518	10.61%
Scott AFB, IL	3,125,421	40,342,907	521,957	43,990,285	38,870,232	13.17%
Tinker AFB, OK	1,489,073	43,208,365	364,739	45,062,177	33,547,337	34.32%
Whiteman AFB, MO	605,104	11,904,653	193,751	12,703,508	8,063,134	57.55%
Central Plains Region Totals	**26,246,090**	**352,757,605**	**6,542,380**	**385,546,075**	**324,951,627**	**18.65%**

DESERT MOUNTAIN REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Cannon AFB, NM	1,140,890	15,126,300	269,241	16,536,431	12,763,990	29.56%
Davis-Monthan AFB, AZ	1,459,673	32,813,568	0	34,273,241	27,436,705	24.92%
Denver, CO	2,918,569	44,594,369	1,063,622	48,576,560	44,155,069	10.01%
Fort Carson, CO	3,950,300	46,638,524	1,351,888	51,940,712	40,102,937	29.52%

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Fort Huachuca, AZ	3,333,220	28,668,213	0	32,001,433	25,060,490	27.70%
Hill AFB, UT	600,472	30,727,181	13,514	31,341,167	26,122,778	19.98%
Kirtland AFB, NM	1,148,002	29,663,850	362,610	31,174,462	27,726,813	12.43%
Luke/Williams AFB, AZ	1,594,412	32,574,541	0	34,168,953	25,898,455	31.93%
Peterson AFB, CO	531,363	31,455,125	262,596	32,249,084	24,834,419	29.86%
Reese AFB, TX	81,502	6,350,695	151,473	6,583,670	5,624,770	17.05%
USAF Academy, CO	1,289,875	24,348,018	309,977	25,947,870	23,347,895	11.14%
Williams AFB, AZ	21,112	1,952,999	0	1,974,111	7,405,150	-73.34%
Yuma Proving Ground, AZ	15,738	1,878,684	0	1,894,422	1,637,102	15.72%
Desert Mountain Region Totals	**19,593,157**	**348,246,819**	**3,942,880**	**371,782,856**	**311,761,487**	**19.25%**

EUROPE REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Adana, Turkey	2,238,370	18,308,111	440,039	20,986,520	18,840,172	11.39%
Alconbury, United Kingdom	5,419,177	47,356,913	867,084	53,643,174	66,903,282	-19.82%
Augsburg, Germany	426,382	9,058,480	132,825	9,617,687	13,194,023	-27.11%
Baumholder, Germany	7,746,523	47,256,751	2,343,742	57,347,016	58,301,914	-1.64%
Belgium, Germany	3,146,916	35,164,486	623,345	38,934,747	42,790,477	-9.01%
Bentwaters, United Kingdom	471,498	2,885,287	64,937	3,421,722	20,363,905	-83.20%
Berlin, Germany	3,415,380	31,416,059	748,152	35,579,591	41,570,497	-14.41%
Bitburg, Germany	5,463,248	63,143,360	1,052,524	69,659,132	64,221,222	8.47%
Crete, Greece	267,251	3,593,482	57,881	3,918,614	6,229,146	-37.09%
Eucom, Germany	4,742,590	46,013,717	1,751,176	52,507,483	49,106,014	6.93%
Fuerth, Germany	10,509,214	99,431,075	2,242,090	112,182,379	113,378,957	-1.06%
Fulda, Germany	3,718,983	23,626,063	1,144,518	28,489,564	37,157,093	-23.33%
Grafenwoehr, Germany	10,118,715	50,719,651	1,829,781	62,668,147	61,978,449	1.11%
Hahn, Germany	161,651	2,118,496	5,452	2,285,599	13,326,246	-82.85%
Hanau, Germany	16,493,437	136,478,069	3,738,208	156,709,714	186,454,569	-15.95%
Heidelberg, Germany	16,000,921	115,026,736	3,629,651	134,657,308	142,367,872	-5.42%
Izmir, Turkey	539,123	10,377,764	186,401	11,103,288	15,036,110	-26.16%
Kaiserslautern, Germany	10,137,314	94,887,370	1,948,701	106,973,385	113,155,782	-5.46%
Lakenheath, United Kingdom	7,462,154	66,484,703	1,033,820	74,980,677	74,609,728	0.50%
Livorno, Italy	2,182,535	14,022,411	523,621	16,728,567	21,428,225	-21.93%
Ramstein, Germany	11,228,778	86,296,541	1,474,398	98,999,717	93,562,028	5.81%
Saudi/kuwait, Saudi Arabia	897,078	15,642,415	0	16,539,493	16,100,606	2.73%
Vicenza, Italy	6,041,629	36,557,865	1,311,325	43,910,819	43,153,033	1.76%
Wiesbaden, Germany	12,310,634	115,223,988	3,409,863	130,944,485	148,915,026	-12.07%
Wuerzburg, Germany	11,868,794	84,762,157	3,038,506	99,669,457	10[illegible],164,654	-0.49%
Europe Region Totals	**153,008,295**	**1,255,851,950**	**33,598,040**	**1,442,458,285**	**1,562,309,030**	**-7.67%**

MID SOUTH REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Columbus AFB, MS	92,134	7,887,193	147,383	8,126,710	6,623,791	22.69%
Fort Benning, GA	5,798,489	77,785,123	1,668,927	85,252,539	69,050,703	23.46%
Fort Campbell, KY	5,983,720	83,123,258	1,534,407	90,641,385	73,897,794	22.66%
Fort Gordon, GA	3,812,090	43,722,916	1,417,516	48,952,522	38,954,650	25.67%

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Fort Knox, KY	4,876,487	59,481,996	842,699	65,201,182	51,148,309	27.47%
Fort Rucker, AL	2,437,535	31,044,518	759,802	34,241,855	30,525,283	12.18%
Fort Stewart, GA	5,420,094	53,428,984	1,281,962	60,131,040	46,344,162	29.75%
Hunter Army Air Field, GA	272,719	14,979,361	351,242	15,603,322	11,608,844	34.41%
Maxwell AFB/Gunter AFB, AL	1,812,565	42,107,800	470,085	44,390,450	38,674,439	14.78%
McClellan, AL	1,897,227	26,759,501	561,452	29,218,180	24,854,996	17.55%
McPherson, GA	873,146	35,720,210	324,269	36,917,625	27,355,090	34.96%
Moody AFB, GA	412,460	15,202,148	244,743	15,859,351	11,364,351	39.55%
Redstone Arsenal, AL	1,858,343	33,513,921	432,616	35,804,880	30,633,619	16.88%
Robins AFB, GA	392,055	25,266,363	62,229	25,720,647	20,404,429	26.05%
Mid South Region Totals	**35,939,064**	**550,023,292**	**10,099,332**	**596,061,688**	**481,440,460**	**23.81%**

NORTH EASTERN REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Carlisle Barracks, PA	348,630	22,857,468	132,894	23,338,992	21,500,887	8.55%
Chanute AFB, IL	63,320	2,058,592	59,867	2,181,779	13,964,203	-84.38%
Charles E Kelly, PA	127,557	8,320,761	0	8,448,318	7,860,708	7.48%
Fort Drum, NY	4,112,593	41,698,073	788,041	46,598,707	41,627,095	11.94%
Fort McCoy, WI	730,478	14,376,502	112,107	15,219,087	10,657,318	42.80%
Fort Sheridan, IL	12,026	461,012	2,249	475,287	9,988,168	-95.24%
Fort Benjamin, IN	1,874,118	22,379,556	350,631	24,604,305	18,760,484	31.15%
Griffiss AFB, NY	243,876	22,158,856	244,877	22,647,609	21,270,875	6.47%
Grissom AFB, IN	718,171	5,720,368	121,704	6,560,243	7,619,075	-13.90%
Hanscom AFB, MA	1,528,971	42,235,697	402,368	44,167,036	43,305,024	1.99%
K I Sawyer AFB, MI	196,732	12,958,026	85,220	13,239,978	11,907,104	11.19%
Loring AFB, ME	380,364	6,249,457	139,327	6,769,148	9,080,709	-25.46%
Selfridge ANG, MI	629,509	21,202,105	146,754	21,978,368	16,425,620	33.81%
Twin Cities, MN	0	7,009,475	0	7,009,475	6,178,443	13.45%
Us Military Academy, NY	430,072	19,709,762	301,659	20,441,493	19,142,203	6.79%
Westover AFB, MA	0	13,338,496	52,566	13,391,062	11,581,332	15.63%
Wright-Patterson AFB, OH	1,392,491	47,393,827	163,652	48,949,970	46,048,393	6.30%
North Eastern Region Totals	**12,877,639**	**320,008,880**	**3,225,352**	**336,111,871**	**325,774,977**	**3.17%**

PACIFIC COASTAL REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Beale AFB, CA	1,549,525	16,595,244	148,170	18,292,939	17,212,353	6.28%
Big Island, HI *	0	3	935	938	6,295,622	-99.99%
Castle AFB, CA	628,074	19,192,656	178,242	19,998,972	19,727,138	1.38%
Edwards AFB, CA	4,474,826	26,919,792	332,626	31,727,244	27,921,922	13.63%
Fort Irwin, CA	4,945,311	23,526,620	594,873	29,066,804	24,931,257	16.59%
Fort Ord, CA	4,486,687	49,934,660	527,605	54,948,952	74,377,063	-26.12%
Hickam, HI *	5,497,577	109,561,083	528,348	115,587,008	93,350,394	23.82%
Los Angeles Cons, CA	471,833	20,035,924	162,734	20,670,491	18,836,967	9.73%
Mather, CA	264,584	8,573,132	35,290	8,873,006	26,792,351	-66.88%
McClellan, CA	1,236,308	42,669,620	143,840	44,049,768	34,660,508	27.09%
Nellis AFB, NV	3,182,327	40,722,863	282	43,905,472	36,936,112	18.87%

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Norton/March AFB, CA	2,836,785	60,085,630	669,758	63,592,173	61,316,492	3.71%
Presidio Of San Francis, CA	1,564,743	22,687,026	205,903	24,457,672	24,307,674	0.62%
Schofield, HI *	9,778,125	105,571,494	2,401,114	117,750,733	106,417,876	10.65%
Travis AFB, CA	4,009,675	54,405,[illegible]19	462,338	58,877,432	54,726,803	7.58%
Vandenberg AFB, CA	2,155,719	22,463,467	193,520	24,812,706	22,027,945	12.64%
Pacific Coastal Region Totals	**47,082,099**	**622,944,633**	**6,585,578**	**676,612,310**	**649,838,477**	**4.12%**

* Hawaii reclassified under Pacific Coastal instead of Pacific Rim

PACIFIC NORTHWEST REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Fairchild, WA	1,378,928	22,954,335	217,951	24,551,214	20,716,970	18.51%
Fort Lewis/McCord AFB, WA	9,332,148	157,479,084	1,427,701	168,238,933	143,590,888	17.17%
Malmstrom AFB, MT	853,658	9,893,935	0	10,747,593	8,777,555	22.44%
Mountain Home AFB, ID	1,140,833	17,289,687	192,390	18,622,910	14,546,101	28.03%
Northern Alaska, AK	4,180,908	53,984,622	700,490	58,866,020	55,162,894	6.71%
Southern Alaska, AK	6,001,786	78,864,171	843,835	85,709,792	79,004,479	8.49%
Pacific Northwest Region Totals	**22,888,261**	**340,465,834**	**3,382,367**	**366,736,462**	**321,798,887**	**13.96%**

PACIFIC RIM REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Camp Zama, Japan	3,705,597	24,853,025	527,655	29,086,277	23,796,448	22.23%
Capitol, Korea	18,450,652	92,015,964	2,444,864	112,911,480	96,627,309	16.85%
Guam Area, Guam	2.839,680	45,250,592	690,311	48,780,583	43,304,927	12.64%
Misawa AB, Japan	8,115,197	38,893,426	1,116,508	48,125,131	43,867,408	9.71%
Northern, Korea	13,293,396	83,682,716	2,172,213	99,148,325	96,156,685	3.11%
Okinawa, Okinawa/Japan	43,450,204	198,574,130	6,419,746	248,444,080	212,474,546	16.93%
Southeast, Korea	20,665,486	87,285,999	4,145,953	112,097,438	94,723,346	18.34%
Thailand, Thailand	157,257	2,263,678	2,394	2,423,329	2,238,078	8.28%
Yokota AB, Japan	10,759,181	50,175,524	1,611,637	62,546,342	55,640,675	12.41%
Pacific Rim Region Totals	**121,436,650**	**622,995,054**	**19,131,281**	**763,562,985**	**668,829,422**	**14.16%**

* HAWAII reclassified under Pacific Coastal instead of Pacific Rim

RED RIVER REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Bergstrom AFB, TX	287,108	9,663,300	53,736	10,004,144	23,544,276	-57.51%
Brooks AFB, TX	74,275	3,670,599	181,076	3,925,950	3,447,356	13.88%
Carswell AFB, TX	1,804,343	59,547,015	206,906	61,558,264	43,983,004	39.96%
Dyess AFB, TX	1,012,289	12,743,759	281,844	14,037,892	10,580,630	32.68%
Fort Chaffee, AR	250,570	4,938,624	0	5,189,194	5,986,709	-13.32%
Fort Hood, TX	9,071,391	134,252,746	3,548,025	146,872,162	102,854,396	42.80%
Fort Polk, LA	3,196,370	45,982,184	823,750	50,002,304	43,860,299	14.00%
Fort Bliss, TX	4,560,690	81,635,463	1,350,755	87,546,908	69,988,330	25.09%
Fort Sam Houston, TX	4,695,104	81,978,989	1,161,279	87,835,372	75,157,452	16.87%
Goodfellow AFB, TX	786,649	10,448,966	247,722	11,483,337	9,396,096	22.21%

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Holloman AFB, NM	579,989	15,319,591	270,532	16,170,112	12,803,865	26.29%
Lackland AFB, TX	3,658,775	73,648,028	1,328,728	78,635,531	70,363,642	11.76%
Laughlin AFB, TX	141,288	4,179,703	102,576	4,423,567	4,408,089	0.35%
Little Rock AFB, AR	1,117,761	28,678,171	430,067	30,225,999	24,908,523	21.35%
Randolph AFB, TX	1,134,913	41,420,957	322,973	42,878,843	35,829,636	19.67%
Sheppard AFB, TX	1,941,609	29,463,951	982,780	32,388,340	24,775,208	30.73%
White Sands Missle Rng, NM	544,602	4,886,344	60,302	5,491,248	5,200,093	5.60%
Red River Region Totals	**36,521,631**	**679,364,993**	**11,729,856**	**727,616,480**	**600,604,515**	**21.15%**

SOUTH ATLANTIC REGION

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
Azores, Azores	628,031	11,975,548	151,800	12,755,379	15,313,367	-16.70%
Charleston AFB, SC	1,252,029	22,827,467	284,702	24,364,198	17,730,490	37.41%
Eglin AFB, FL	2,905,239	62,719,359	877,854	66,502,452	59,007,544	12.70%
Espinar, Panama	1,445,320	6,997,697	582,390	9,025,407	8,612,392	4.80%
Fort Bragg, NC	9,796,109	144,594,122	4,598,850	158,989,081	119,929,659	32.57%
Fort Jackson, SC	2,193,978	54,812,857	1,009,829	58,016,664	51,762,065	12.08%
Honduras, Panama	441,651	4,690,355	28,737	5,160,743	5,850,253	-11.79%
Keesler AFB, MS	2,368,429	58,670,112	955,602	61,994,143	48,015,045	29.11%
MaCdill AFB/Avon Park, FL	2,607,193	51,635,560	489,721	54,732,474	48,410,853	13.06%
Myrtle Beach AFB, SC	N/A	232,870	(16,010)	216,860	8,115,414	-97.33%
Panama, PANAMA	7,591,223	69,983,780	2,177,932	79,752,935	73,045,305	9.18%
Patrick AFB, FL	1,480,852	39,216,617	272,693	40,970,162	36,131,682	13.39%
Puerto Rico, Puerto Rico	1,804,540	70,264,557	0	72,069,097	58,952,722	22.25%
Seymour Johnson AFB, NC	192,197	19,123,212	374,984	19,690,393	14,537,343	35.45%
Shaw AFB, SC	1,258,281	24,615,518	233,434	26,107,233	20,065,094	30.11%
Tyndall AFB, FL	1,383,363	20,657,743	427,981	22,469,087	19,755,360	13.74%
South Atlantic Region Totals	**37,348,435**	**663,017,374**	**12,450,499**	**712,816,308**	**605,234,588**	**17.78%**

AAFES WORLDWIDE

Market	FY93 Food	FY93 Retail	FY93 Services/Vend	FY93 Total	FY92 Total	% Change 93 vs. 92
CONUS Region Totals	269,065,901	4,453,472,375	65,095,268	4,787,633,544	4,151,426,644	15.33%
Overseas Region Totals	274,444,945	1,878,847,004	52,729,321	2,206,021,270	2,231,138,452	-1.13%
Worldwide Totals	**543,510,846**	**6,332,319,379**	**117,824,589**	**6,993,654,814**	**6,382,565,096**	**9.57%**

NOTE: Totals do not include sales for facilities deactivated during FY 94.

AAFES Retail Department Sales by Region

(THOUSAND $)

ATLANTIC COAST

Dept. # Department	Sales	% of Total
01 Automotive	14,664	2.5
02 Gasoline	37,588	6.5
03 Automotive Labor	2,746	0.5
04 Video Rental	1,801	0.3
10 Tobacco Products	15,372	2.7
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	18,552	3.2
20 Food, Candy, & Snacks	20,541	3.6
22 Wine & Wine Coolers	10,686	1.9
23 Beer & Beverages	14,742	2.6
25 Distilled Spirits	21,600	3.7
29 Carbonated Beverages	4,872	0.8
30 Toiletries	26,822	4.7
34 Cosmetics & Fragrances	23,959	4.2
40 Military Wear	9,893	1.7
50 Jewelry	4,330	0.8
51 Watches	5,544	1.0
56 Precious & Semi-Precious Jewelry	10,028	1.7
60 Stationery	24,757	4.3
70 Men's Outerwear	17,884	3.1
71 Men's Furnishings	22,439	3.9
72 Women's Outerwear	20,700	3.6
73 Women's Lingerie	13,275	2.3
74 Boyswear	6,385	1.1
75 Girlswear	5,973	1.0
76 Infants' & Toddlers' Wear	8,426	1.5
77 Footwear	22,574	3.9
78 Linens & Domestics	9.106	1.6
79 Yardage & Sewing Notions	337	0.1
80 Dinnerware & Flatwear	1,921	0.3
81 Kitchenware, Pots & Pans	5,744	1.0
82 Giftware	8,672	1.5
83 Cleaning Supplies	5,278	0.9
85 Traffic & Major Appliances	15,112	2.6
86 Furniture & Rugs	5,018	0.9
87 Hardware, Tools, Garden & Pet Supplies	11,631	2.0
88 Luggage	3,141	0.5
89 Outdoor Living	13,029	2.3
91 Sporting Goods & Camping Goods	7,642	1.3
92 Developed Film	1,313	0.2
93 Photographic, Optical & Photo Process.	7,120	1.3
95 Toys & Games	11,624	2.0
96 Computers and Accessories	18,805	3.3
97 Home Entertainment & Musical Instrum.	52,391	9.1
98 Recorded Sound & Video	12,517	2.2
Total	**576,64**	**100.0**

CENTRAL PLAINS

Dept. # Department	Sales	% of Total
01 Automotive	8,936	2.5
02 Gasoline	31,966	9.1
03 Automotive Labor	1,358	0.4
04 Video Rental	1,580	0.4
10 Tobacco Products	12,270	3.5
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	13,258	3.8
20 Food, Candy, & Snacks	16,671	4.7
22 Wine & Wine Coolers	3,682	1.0
23 Beer & Beverages	11,220	3.2
25 Distilled Spirits	8,921	2.5
29 Carbonated Beverages	5,200	1.5
30 Toiletries	14,816	4.2
34 Cosmetics & Fragrances	13,377	3.8
40 Military Wear	7,625	2.2
50 Jewelry	2,441	0.7
51 Watches	3,325	0.9
56 Precious & Semi-Precious Jewelry	6,123	1.7
60 Stationery	16,718	4.7
70 Men's Outerwear	8,978	2.5
71 Men's Furnishings	10,435	3.0
72 Women's Outerwear	9,442	2.7
73 Women's Lingerie	5,326	1.5
74 Boyswear	2,828	0.8
75 Girlswear	2,851	0.8
76 Infants' & Toddlers' Wear	4,185	1.2
77 Footwear	12,642	3.6
78 Linens & Domestics	3,899	1.1
79 Yardage & Sewing Notions	333	0.1
80 Dinnerware & Flatwear	914	0.3
81 Kitchenware, Pots & Pans	2,865	0.8
82 Giftware	3,083	0.9
83 Cleaning Supplies	3,799	1.1
85 Traffic & Major Appliances	9,292	2.6
86 Furniture & Rugs	4,370	1.2
87 Hardware, Tools, Garden & Pet Supplies	6,761	1.9
88 Luggage	1,795	0.5
89 Outdoor Living	7,731	2.2
91 Sporting Goods & Camping Goods	4,981	1.4
92 Developed Film	1,086	0.3
93 Photographic, Optical & Photo Process.	3,809	1.1
95 Toys & Games	7,054	2.0
96 Computers and Accessories	11,406	3.2
97 Home Entertainment & Musical Instrum.	34,959	9.9
98 Recorded Sound & Video	8,448	2.4
Total	**352,75**	**100.0**

AAFES Retail Department Sales by Region

(THOUSAND $)

DESERT MOUNTAIN

Dept. # Department	Sales	% of Total
01 Automotive	9,081	2.6
02 Gasoline	32,343	9.3
03 Automotive Labor	1,491	0.4
04 Video Rental	1,366	0.4
10 Tobacco Products	5,754	1.7
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	9,276	2.7
20 Food, Candy, & Snacks	13,760	4.0
22 Wine & Wine Coolers	4,218	1.2
23 Beer & Beverages	11,291	3.2
25 Distilled Spirits	9,845	2.8
29 Carbonated Beverages	3,745	1.1
30 Toiletries	14,874	4.3
34 Cosmetics & Fragrances	13,733	3.9
40 Military Wear	4,804	1.4
50 Jewelry	2,598	0.7
51 Watches	2,681	0.8
56 Precious & Semi-Precious Jewelry	5,531	1.6
60 Stationery	20,508	5.9
70 Men's Outerwear	9,156	2.6
71 Men's Furnishings	11,042	3.2
72 Women's Outerwear	11,761	3.4
73 Women's Lingerie	6,016	1.7
74 Boyswear	2,955	0.8
75 Girlswear	3,142	0.9
76 Infants' & Toddlers' Wear	4,213	1.2
77 Footwear	11,672	3.4
78 Linens & Domestics	5,053	1.5
79 Yardage & Sewing Notions	250	0.1
80 Dinnerware & Flatwear	1,142	0.3
81 Kitchenware, Pots & Pans	3,639	1.0
82 Giftware	3,512	1.0
83 Cleaning Supplies	3,104	0.9
85 Traffic & Major Appliances	11,476	3.3
86 Furniture & Rugs	6,206	1.8
87 Hardware, Tools, Garden & Pet Supplies	6,998	2.0
88 Luggage	1,612	0.5
89 Outdoor Living	7,741	2.2
91 Sporting Goods & Camping Goods	5,688	1.6
92 Developed Film	1,121	0.3
93 Photographic, Optical & Photo Process.	4,369	1.3
95 Toys & Games	7,178	2.1
96 Computers and Accessories	10,729	3.1
97 Home Entertainment & Musical Instrum.	33,667	9.7
98 Recorded Sound & Video	7,903	2.3
Total	**348,24**	**100.0**

EUROPE

Dept. # Department	Sales	% Total
01 Automotive	34,302	2.7
02 Gasoline	72,055	5.6
03 Automotive Labor	3,371	0.3
04 Video Rental	20,848	1.6
10 Tobacco Products	14,888	1.2
14 Groceries	1,423	0.1
15 Meat	363	0.0
16 Produce	89	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	23,383	1.8
20 Food, Candy, & Snacks	69,844	5.5
22 Wine & Wine Coolers	13,333	1.0
23 Beer & Beverages	23,317	1.8
25 Distilled Spirits	20,839	1.6
29 Carbonated Beverages	40,462	3.2
30 Toiletries	43,449	3.4
34 Cosmetics & Fragrances	28,289	2.2
40 Military Wear	18,566	1.5
50 Jewelry	8,903	0.7
51 Watches	9,824	0.8
56 Precious & Semi-Precious Jewelry	21,488	1.7
60 Stationery	38,941	3.0
70 Men's Outerwear	42,204	3.3
71 Men's Furnishings	50,497	4.0
72 Women's Outerwear	52,346	4.1
73 Women's Lingerie	16,660	1.3
74 Boyswear	13,148	1.0
75 Girlswear	12,503	1.0
76 Infants' & Toddlers' Wear	16,197	1.3
77 Footwear	42,152	3.3
78 Linens & Domestics	19,334	1.5
79 Yardage & Sewing Notions	7,053	0.6
80 Dinnerware & Flatwear	3,587	0.3
81 Kitchenware, Pots & Pans	12,433	1.0
82 Giftware	36,028	2.8
83 Cleaning Supplies	9,272	0.7
85 Traffic & Major Appliances	18,838	1.5
86 Furniture & Rugs	35,140	2.8
87 Hardware, Tools, Garden & Pet Supplies	18,154	1.4
88 Luggage	6,647	0.5
89 Outdoor Living	10,928	0.9
91 Sporting Goods & Camping Goods	22,998	1.8
92 Developed Film	2,099	0.2
93 Photographic, Optical & Photo Process.	14,352	1.1
95 Toys & Games	49,117	3.8
96 Computers and Accessories	39,698	3.1
97 Home Entertainment & Musical Instrum.	154,847	12.1
98 Recorded Sound & Video	63,039	4.9
Total	**1,277,24**	**100.0**

AAFES Retail Department Sales by Region

(THOUSAND $)

MID SOUTH

Dept. # Department	Sales	% of Total
01 Automotive	14,064	2.6
02 Gasoline	39,934	7.3
03 Automotive Labor	1,620	0.3
04 Video Rental	1,568	0.3
10 Tobacco Products	14,460	2.6
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	24,874	4.5
20 Food, Candy, & Snacks	24,253	4.4
22 Wine & Wine Coolers	6,993	1.3
23 Beer & Beverages	32,780	6.0
25 Distilled Spirits	23,934	4.3
29 Carbonated Beverages	6,626	1.2
30 Toiletries	23,210	4.2
34 Cosmetics & Fragrances	19,797	3.6
40 Military Wear	9,196	1.7
50 Jewelry	3,733	0.7
51 Watches	5,571	1.0
56 Precious & Semi-Precious Jewelry	9,141	1.7
60 Stationery	21,923	4.0
70 Men's Outerwear	13,765	2.5
71 Men's Furnishings	17,196	3.1
72 Women's Outerwear	15,434	2.8
73 Women's Lingerie	8,186	1.5
74 Boyswear	4,566	0.8
75 Girlswear	4,321	0.8
76 Infants' & Toddlers' Wear	6,004	1.1
77 Footwear	22,258	4.0
78 Linens & Domestics	6,413	1.2
79 Yardage & Sewing Notions	523	0.1
80 Dinnerware & Flatwear	1,626	0.3
81 Kitchenware, Pots & Pans	4,421	0.8
82 Giftware	4,557	0.8
83 Cleaning Supplies	6,407	1.2
85 Traffic & Major Appliances	14,624	2.7
86 Furniture & Rugs	6,030	1.1
87 Hardware, Tools, Garden & Pet Supplies	10,203	1.9
88 Luggage	2,753	0.5
89 Outdoor Living	15,360	2.8
91 Sporting Goods & Camping Goods	9,091	1.7
92 Developed Film	1,043	0.2
93 Photographic, Optical & Photo Process.	5,119	0.9
95 Toys & Games	9,856	1.8
96 Computers and Accessories	14,768	2.7
97 Home Entertainment & Musical Instrum.	49,880	9.1
98 Recorded Sound & Video	12,320	2.2
Total	**550,40**	**100.0**

NORTH EASTERN

Dept. # Department	Sales	% of Total
01 Automotive	7,212	2.3
02 Gasoline	21,946	6.8
03 Automotive Labor	1,255	0.4
04 Video Rental	1,193	0.4
10 Tobacco Products	28,767	9.0
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	21,021	6.6
20 Food, Candy, & Snacks	12,560	3.9
22 Wine & Wine Coolers	4,867	1.5
23 Beer & Beverages	9,352	2.9
25 Distilled Spirits	12,283	3.8
29 Carbonated Beverages	3,449	1.1
30 Toiletries	13,838	4.3
34 Cosmetics & Fragrances	10,345	3.2
40 Military Wear	8,304	2.6
50 Jewelry	2,287	0.7
51 Watches	2,586	0.8
56 Precious & Semi-Precious Jewelry	4,820	1.5
60 Stationery	13,700	4.3
70 Men's Outerwear	7,572	2.4
71 Men's Furnishings	9,203	2.9
72 Women's Outerwear	7,800	2.4
73 Women's Lingerie	4,681	1.5
74 Boyswear	2,536	0.8
75 Girlswear	2,349	0.7
76 Infants' & Toddlers' Wear	3,310	1.0
77 Footwear	9,425	2.9
78 Linens & Domestics	3,252	1.0
79 Yardage & Sewing Notions	309	0.1
80 Dinnerware & Flatwear	786	0.2
81 Kitchenware, Pots & Pans	2,682	0.8
82 Giftware	3,101	1.0
83 Cleaning Supplies	2,884	0.9
85 Traffic & Major Appliances	7,524	2.3
86 Furniture & Rugs	3,108	1.0
87 Hardware, Tools, Garden & Pet Supplies	6,322	2.0
88 Luggage	1,523	0.5
89 Outdoor Living	6,427	2.0
91 Sporting Goods & Camping Goods	5,094	1.6
92 Developed Film	685	0.2
93 Photographic, Optical & Photo Process.	3,438	1.1
95 Toys & Games	6,537	2.0
96 Computers and Accessories	7,974	2.5
97 Home Entertainment & Musical Instrum.	24,731	7.7
98 Recorded Sound & Video	7,419	2.3
Total	**320,45**	**100.0**

AAFES Retail Department Sales by Region

(THOUSAND $)

PACIFIC

Dept. # Department	Sales	% of Total
01 Automotive	5,847	0.9
02 Gasoline	21,643	3.5
03 Automotive Labor	794	0.1
04 Video Rental	8,294	1.3
10 Tobacco Products	8,009	1.3
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	10,446	1.7
20 Food, Candy, & Snacks	34,265	5.5
22 Wine & Wine Coolers	4,443	0.7
23 Beer & Beverages	25,539	4.1
25 Distilled Spirits	14,624	2.3
29 Carbonated Beverages	6,044	1.0
30 Toiletries	26,941	4.3
34 Cosmetics & Fragrances	26,563	4.3
40 Military Wear	4,545	0.7
50 Jewelry	3,070	0.5
51 Watches	5,398	0.9
56 Precious & Semi-Precious Jewelry	15,501	2.5
60 Stationery	18,134	2.9
70 Men's Outerwear	9,373	1.5
71 Men's Furnishings	13,679	2.2
72 Women's Outerwear	15,991	2.6
73 Women's Lingerie	6,470	1.0
74 Boyswear	3,634	0.6
75 Girlswear	3,838	0.6
76 Infants' & Toddlers' Wear	5,599	0.9
77 Footwear	13,874	2.2
78 Linens & Domestics	9,637	1.5
79 Yardage & Sewing Notions	1,820	0.3
80 Dinnerware & Flatwear	3,673	0.6
81 Kitchenware, Pots & Pans	6,623	1.1
82 Giftware	4,378	0.7
83 Cleaning Supplies	5,425	0.9
85 Traffic & Major Appliances	25,479	4.1
86 Furniture & Rugs	23,908	3.8
87 Hardware, Tools, Garden & Pet Supplies	8,161	1.3
88 Luggage	1,815	0.3
89 Outdoor Living	4,039	0.6
91 Sporting Goods & Camping Goods	12,157	2.0
92 Developed Film	568	0.1
93 Photographic, Optical & Photo Process.	6,712	1.1
95 Toys & Games	12,370	2.0
96 Computers and Accessories	22,836	3.7
97 Home Entertainment & Musical Instrum.	129,390	20.8
98 Recorded Sound & Video	31,445	5.0
Total	**622,99**	**100.0**

PACIFIC COASTAL

Dept. # Department	Sales	% of Total
01 Automotive	16,996	2.7
02 Gasoline	75,179	12.1
03 Automotive Labor	2,775	0.4
04 Video Rental	2,831	0.5
10 Tobacco Products	15,728	2.5
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	14,950	2.4
20 Food, Candy, & Snacks	32,383	5.2
22 Wine & Wine Coolers	4,871	0.8
23 Beer & Beverages	13,581	2.2
25 Distilled Spirits	9,469	1.5
29 Carbonated Beverages	7,662	1.2
30 Toiletries	27,220	4.4
34 Cosmetics & Fragrances	22,719	3.6
40 Military Wear	6,028	1.0
50 Jewelry	3,886	0.6
51 Watches	5,105	0.8
56 Precious & Semi-Precious Jewelry	10,625	1.7
60 Stationery	25,627	4.1
70 Men's Outerwear	12,968	2.1
71 Men's Furnishings	17,234	2.8
72 Women's Outerwear	18,729	3.0
73 Women's Lingerie	9,830	1.6
74 Boyswear	4,783	0.8
75 Girlswear	4,965	0.8
76 Infants' & Toddlers' Wear	7,650	1.2
77 Footwear	17,227	2.8
78 Linens & Domestics	8,921	1.4
79 Yardage & Sewing Notions	492	0.1
80 Dinnerware & Flatware	1,844	0.3
81 Kitchenware, Pots & Pans	6,644	1.1
82 Giftware	7,045	1.1
83 Cleaning Supplies	5,638	0.9
85 Traffic & Major Appliances	18,709	3.0
86 Furniture & Rugs	18,702	3.0
87 Hardware, Tools, Garden & Pet Supplies	11,998	1.9
88 Luggage	2,778	0.4
89 Outdoor Living	12,793	2.1
91 Sporting Goods & Camping Goods	9,655	1.5
92 Developed Film	1,691	0.3
93 Photographic, Optical & Photo Process.	8,187	1.3
95 Toys & Games	13,666	2.2
96 Computers and Accessories	22,638	3.6
97 Home Entertainment & Musical Instrum.	66,489	10.7
98 Recorded Sound & Video	14,034	2.3
Total	**622,94**	**100.0**

AAFES Retail Department Sales by Region

(THOUSAND $)

PACIFIC NORTHWEST

Dept. # Department	Sales	% of Total
01 Automotive	10,201	3.0
02 Gasoline	27,472	8.1
03 Automotive Labor	1,404	0.4
04 Video Rental	1,347	0.4
10 Tobacco Products	8,112	2.4
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	8,350	2.5
20 Food, Candy, & Snacks	14,284	4.2
22 Wine & Wine Coolers	2,989	0.9
23 Beer & Beverages	8,401	2.5
25 Distilled Spirits	8,192	2.4
29 Carbonated Beverages	3,320	1.0
30 Toiletries	13,028	3.8
34 Cosmetics & Fragrances	9,948	2.9
40 Military Wear	3,777	1.1
50J ewelry	2,098	0.6
51 Watches	2,355	0.7
56 Precious & Semi-Precious Jewelry	5,332	1.6
60 Stationery	15,246	4.5
70 Men's Outerwear	7,196	2.1
71 Men's Furnishings	9,924	2.9
72 Women's Outerwear	10,209	3.0
73 Women's Lingerie	5,026	1.5
74 Boyswear	3,432	1.0
75 Girlswear	3,383	1.0
76 Infants' & Toddlers' Wear	4,777	1.4
77 Footwear	10,515	3.1
78 Linens & Domestics	5,307	1.6
79 Yardage & Sewing Notions	322	0.1
80 Dinnerware & Flatwear	1,254	0.4
81 Kitchenware, Pots & Pans	3,630	1.1
82 Giftware	5,328	1.6
83 Cleaning Supplies	2,937	0.9
85 Traffic & Major Appliances	10,240	3.0
86 Furniture & Rugs	11,299	3.3
87 Hardware, Tools, Garden & Pet Supplies	7,512	2.2
88 Luggage	1,380	0.4
89 Outdoor Living	8,244	2.4
91 Sporting Goods & Camping Goods	12,253	3.6
92 Developed Film	809	0.2
93 Photographic, Optical & Photo Process.	4,268	1.3
95 Toys & Games	9,868	2.9
96 Computers and Accessories	11,250	3.3
97 Home Entertainment & Musical Instrum.	35,489	10.4
98 Recorded Sound & Video	8,759	2.6
Total	**340,460**	**100.0**

SOUTH ATLANTIC

Dept. # Department	Sales	% of Total
01 Automotive	15,992	2.4
02 Gasoline	45,959	6.9
03 Automotive Labor	1,926	0.3
04 Video Rental	2,496	0.4
10 Tobacco Products	16,292	2.5
14 Groceries	0	0.0
15 Meat	0	0.0
16 Produce	0	0.0
17 Bakery Products	0	0.0
18 Deli Products	0	0.0
19 Defense Personnel Support Center Merch.	20,109	3.0
20 Food, Candy, & Snacks	31,431	4.7
22 Wine & Wine Coolers	8,703	1.3
23 Beer & Beverages	31,530	4.8
25 Distilled Spirits	27,047	4.1
29 Carbonated Beverages	8,858	1.3
30 Toiletries	29,266	4.4
34 Cosmetics & Fragrances	26,891	4.1
40 Military Wear	8,922	1.3
50 Jewelry	4,384	0.7
51 Watches	6,330	1.0
56 Precious & Semi-Precious Jewelry	11,207	1.7
60 Stationery	26,329	4.0
70 Men's Outerwear	14,381	2.2
71 Men's Furnishings	21,890	3.3
72 Women's Outerwear	18,517	2.8
73 Women's Lingerie	11,043	1.7
74 Boyswear	5,464	0.8
75 Girlswear	5,335	0.8
76 Infants' & Toddlers' Wear	7,318	1.1
77 Footwear	22,952	3.5
78 Linens & Domestics	9,877	1.5
79 Yardage & Sewing Notions	762	0.1
80 Dinnerware & Flatwear	2,044	0.3
81 Kitchenware, Pots & Pans	5,967	0.9
82 Giftware	5,185	0.8
83 Cleaning Supplies	6,953	1.0
85 Traffic & Major Appliances	23,345	3.5
86 Furniture & Rugs	13,041	2.0
87 Hardware, Tools, Garden & Pet Supplies	13,761	2.1
88 Luggage	3,539	0.5
89 Outdoor Living	16,942	2.6
91 Sporting Goods & Camping Goods	12,854	1.9
92 Developed Film	962	0.1
93 Photographic, Optical & Photo Process.	6,321	1.0
95 Toys & Games	14,362	2.2
96 Computers and Accessories	18,531	2.8
97 Home Entertainment & Musical Instrum.	63,148	9.5
98 Recorded Sound & Video	14,852	2.2
Miscellaneous*	96	0.0
Total	**663,11**	**100.0**

*Facility at Ft. Bragg was classified as Retail and was reclassified as a food facility during the sales reporting period.

AAFES Worldwide Summary

(THOUSAND $)

	CONUS*		Overseas		Mail Order		Worldwide Total*	
Dept.	Total Amount	% of Total	Total Amount	% of Total	Total Amount	% of Total	Total Amount	% of Total
01	113,945	2.6	40,150	2.1	290	0.5	154,384	2.4
02	359,111	8.1	93,698	4.9	0	0.0	452,808	7.1
03	16,953	0.4	4,165	0.2	0	0.0	21,118	0.3
04	15,985	0.4	29,142	1.5	0	0.0	45,128	0.7
10	140,182	3.1	22,897	1.2	0	0.0	164,054	2.6
14	15,279	0.3	1,423	0.1	0	0.0	16,703	0.3
15	2,851	0.1	363	0.0	0	0.0	3,214	0.1
16	1,083	0.0	89	0.0	0	0.0	1,172	0.0
17	64	0.0	0	0.0	0	0.0	64	0.0
18	211	0.0	0	0.0	0	0.0	211	0.0
19	154,119	3.5	33,828	1.8	0	0.0	188,041	2.9
20	195,320	4.4	104,110	5.5	124	0.2	301,031	4.7
22	53,431	1.2	17,776	0.9	0	0.0	71,207	1.1
23	154,843	3.5	48,857	2.6	0	0.0	203,700	3.2
25	140,798	3.2	35,463	1.9	0	0.0	176,261	2.7
29	52,010	1.2	46,505	2.4	0	0.0	98,706	1.5
30	191,397	4.3	70,390	3.7	1,019	1.9	263,125	4.1
34	169,725	3.8	54,852	2.9	11	0.0	224,618	3.5
40	68,342	1.5	23,111	1.2	0	0.0	91,877	1.4
50	30,631	0.7	11,973	0.6	6,999	12.8	49,611	0.8
51	39,788	0.9	15,222	0.8	133	0.2	55,191	0.9
56	73,986	1.7	36,990	1.9	128	0.2	111,104	1.7
60	193,452	4.3	57,076	3.0	1,309	2.4	251,957	3.9
70	109,270	2.5	51,578	2.7	584	1.1	161,432	2.5
71	141,461	3.2	64,176	3.4	398	0.7	206,350	3.2
72	135,561	3.0	68,337	3.6	817	1.5	204,714	3.2
73	75,523	1.7	23,129	1.2	424	0.8	99,103	1.5
74	38,138	0.9	16,782	0.9	0	0.0	54,920	0.9
75	37,816	0.8	16,341	0.9	9	0.0	54,166	0.8
76	53,819	1.2	21,796	1.1	146	0.3	75,762	1.2
77	151,744	3.4	56,027	2.9	2,911	5.3	210,687	3.3
78	61,170	1.4	28,971	1.5	438	0.8	90,598	1.4
79	3,973	0.1	8,872	0.5	790	1.4	13,639	0.2
80	13,617	0.3	7,260	0.4	711	1.3	21,590	0.3
81	41,925	0.9	19,056	1.0	807	1.5	61,789	1.0
82	46,577	1.0	40,406	2.1	5,227	9.6	92,209	1.4
83	44,383	1.0	14,697	0.8	146	0.3	59,298	0.9
85	130,619	2.9	44,317	2.3	3,460	6.3	178,409	2.8
86	80,822	1.8	59,048	3.1	2,224	4.1	142,094	2.2
87	89,025	2.0	26,315	1.4	306	0.6	115,828	1.8
88	22,856	0.5	8,462	0.4	501	0.9	31,819	0.5
89	107,005	2.4	14,968	0.8	102	0.2	122,084	1.9
91	77,313	1.7	35,155	1.9	1,898	3.5	114,401	1.8
92	10,725	0.2	2,667	0.1	0	0.0	13,392	0.2
93	49,380	1.1	21,064	1.1	2,520	4.6	73,241	1.1
95	92,027	2.1	61,487	3.2	765	1.4	154,286	2.4
96	132,273	3.0	62,534	3.3	76	0.1	194,886	3.0
97	423,068	9.5	284,237	15.0	19,302	35.3	727,161	11.3
98	100,703	2.3	94,483	5.0	92	0.2	195,286	3.0
00	96	0.0	0	0.0	0	0.0	96	0.0
Total	**4,454,393**	**100.0**	**1,900,246**	**100.0**	**54,669**	**100.0**	**6,414,523**	**100.0**

* World Wide Total includes "Somalia" for 5,225 thousand.

** Consolidated Conus and WW totals include sales for a facility that was classified Retail and was re-classifed Food during the reporting period.

Ft. Bragg Facility showed sales of 96 thousand.

Coast Guard Exchange System (CGES)

(THOUSAND $)

COAST GUARD CUTTERS

Store	Total Retail	Total Services & Others	Total Sales FY93	Total Sales FY92	% Change FY 92 vs. FY93
Coast Guard Cutters	248,906	0	248,906	269,988	-7.81

CONUS

AL	Mobile (Base), AL	1,869,914	1,055,727	2,925,641	2,942,412	-0.57
	Mobile (ATC), AL	7,071,157	1,224,758	8,295,915	7,931,096	4.60
CA	Alameda, CA	1,093,340	552,520	1,645,860	1,755,875	-6.27
	Humboldt Bay, CA	236,641	0	236,641	262,031	-9.69
	Petaluma, CA	1,200,990	715,628	1,916,618	2,009,811	-4.64
	San Pedro, CA	678,081	109,374	787,455	765,183	2.91
CT	Coast Guard Academy, CT	4,608,328	1,539,353	6,147,681	6,065,769	1.35
	Long Island Sound, CT	1,686,161	0	1,686,161	1,528,023	10.35
FL	Clearwater, FL	2,893,574	63,083	2,956,657	2,906,899	1.71
	Mayport, FL	1,801,911	0	1,801,911	1,649,034	9.27
	Miami, FL	12,196,262	96,088	12,292,350	10,565,657	16.34
	St. Petersburg, FL	8,598,714	57,120	8,655,834	8,703,918	-0.55
LA	New Orleans, LA	390,908	24,812	415,720	442,772	-6.11
MA	Boston, MA	1,635,881	151,348	1,787,229	1,778,691	0.48
	Cape Cod, MA	5,625,203	7,326,052	12,951,255	12,773,337	1.39
MD	Coast Guard Yard, MD	424,809	157,788	582,597	566,492	2.84
ME	South Portland, ME	3,690,567	123,307	3,813,874	4,051,575	-5.87
MO	St. Louis, MO	272,063	3,768	275,831	480,192	-42.56
NC	Elizabeth City, NC	2,785,340	592,580	3,377,920	3,526,203	-4.21
NJ	Cape May, NJ	3,269,188	488,852	3,758,040	4,445,128	-15.46
NY	Brooklyn, NY	6,973,988	90,197	7,064,185	7,251,829	-2.59
	New York, NY	6,288,441	804,921	7,093,362	6,854,426	3.49
OH	North Coast Reg, OH	7,850,555	1,807,786	9,658,341	10,179,339	-5.12
OR	Astoria, OR	2,685,196	278,763	2,963,959	2,898,336	2.26
	North Bend, OR	742,709	239,638	982,347	1,072,405	-8.40
PA	Philadelphia, PA	1,124,064	0	1,124,064	1,164,190	-3.45
SC	Fort Macon, SC*	0	0	0	33,878	-100.00
	Charleston, SC	2,560,163	35,953	2,596,116	2,312,733	12.25
TX	Galveston, TX	1,044,947	30,010	1,074,957	964,788	11.42
VA	Alexandria, VA	44,238	70,575	114,813	0	0.00
VA	Portsmouth, VA	1,138,182	179,600	1,317,782	1,244,807	5.86
	Yorktown, VA	2,252,777	778,148	3,030,925	2,898,989	4.55
WA	Port Angeles, WA	807,691	444,033	1,251,724	1,323,574	-5.43
	Seattle, WA	1,928,811	739,197	2,668,008	2,514,854	6.09
	CONUS Totals	**97,470,794**	**19,780,979**	**117,251,773**	**115,864,246**	**1.20**

* combined with Elizabeth City, NC

COAST GUARD OVERSEAS

Alaska	Total Retail	Total Services & Others	Total Sales FY93	Total Sales FY92	% Change FY92 vs. FY93
Ketchikan, AK	741,235	55,589	796,824	798,184	-0.17
Kodiak, AK	6,849,513	2,039,095	8,888,608	8,702,960	2.13
Sitka, AK	447,280	45,953	493,233	475,247	3.78
Alaska Totals	**8,038,028**	**2,140,637**	**10,178,665**	**9,976,391**	**2.03**
Hawaii					
Barbers Point, HI	0	245,579	245,579	279,414	-12.11
Honolulu, HI	6,435,690	1,559,171	7,994,861	7,881,813	1.43
Hawaii Totals	**6,435,690**	**1,804,750**	**8,240,440**	**8,161,227**	**0.97**
Italy					
Lampadusa	**20,265**	**0**	**20,265**	**23,168**	**-12.53**
Puerto Rico					
Borinquen	3,242,107	4,669,280	7,911,387	7,340,476	7.78
San Juan	3,596,989	0	3,596,989	2,984,177	20.54
Puerto Rico Totals	**6,839,096**	**4,669,280**	**11,508,376**	**10,324,653**	**11.47**
Spain					
Estartit	**23,761**	**0**	**23,761**	**37,647**	**-36.88**
Overseas Totals	**21,356,840**	**8,614,667**	**29,971,507**	**28,523,086**	**5.08**

COAST GUARD TOTALS

Market	Total Retail	Total Services & Others	Total Sales FY93	Total Sales FY92	% Change FY92 vs. FY93
CONUS	97,470,794	19,780,979	117,251,773	115,864,246	1.20
Overseas	21,356,840	8,614,667	29,971,507	28,523,086	5.08
Coast Guard Cutters	248,906	0	248,906	269,988	-7.81
Worldwide	119,076,540	28,395,646	147,472,186	144,657,320	1.95

Marine Corps Exchange Sales

(THOUSAND $)

CONUS

Store	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY93 Total	FY92 Total	% Change 92 vs. 93
Albany, GA	6,155,097	0	6,155,097	155,504	566,629	722,133	6,877,230	6,682,650	2.91
Barstow, CA	2,035,072	0	2,035,072	95,656	222,770	318,426	2,353,498	2,481,823	-5.17
Beaufort, SC	4,215,097	0	4,215,097	24,935	651,644	676,579	4,891,676	5,710,902	-14.34
Cherry Point, NC	20,439,695	4,200,458	24,640,153	2,768,071	1,357,117	4,125,188	28,765,341	26,952,638	6.73
El Toro, CA	40,981,574	973	40,982,547	2,352,484	1,110,402	3,462,886	44,445,433	45,940,145	-3.25
Camp Elmore, VA	6,787,787	0	6,787,787	342,504	182,255	524,759	7,312,546	6,252,291	16.96
Henderson Hall, VA	29,151,560	70,982	29,222,542	35,014	812,661	847,675	30,070,217	28,331,077	6.14
Camp Lejeune, SC	78,851,106	89,676	78,940,782	11,099,977	4,712,965	15,812,942	94,753,724	79,691,477	18.90
New River, NC	16,809	0	16,809	542,026	998,466	1,540,492	1,557,301	1,842,847	-15.49
Parris Island, SC	21,979184	0	21,979,184	2,318,380	2,491,587	4,809,967	26,789,151	24,325,301	10.13
Camp Pendleton, CA	71,677,222	113,316	71,790,538	5,902,776	5,289,984	11,192,760	82,983,298	85,255,053	-2.66
Quantico, VA	42,814,737	597,477	43,412,214	1,932,027	1,358,649	3,290,676	46,702,890	46,425,563	0.60
San Diego, CA	41,202,323	0	41,202,323	265,216	3,063,923	3,329,139	44,531,462	41,860,867	6.38
Twentynine Palms, CA	26,141,799	0	26,141,799	2,277,462	1,004,786	3,282,248	29,424,047	29,946,198	-1.74
Yuma, AZ	7,990,273	0	7,990,273	831,495	1,010,583	1,842,078	9,832,351	10,165,195	-3.27
CONUS Totals	**400,439,335**	**5,072,882**	**405,512,217**	**30,943,527**	**24,834,421**	**55,777,948**	**461,290,165**	**441,864,027**	**4.40**

MARINE CORPS OVERSEAS

Store	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY93 Total	FY92 Total	% Change 93 vs 92
Camp Butler	4,863,800	0	4,863,800	0	0	0	4,863,800	4,954,137	-1.82
Guantanimo Bay	4,651,987	6,253	4,658,240	80,881	66,679	147,560	4,805,800	5,140,660	-6.51
Iwakuni, Japan	13,798,038	986,960	14,784,998	1,202,553	1,516,570	2,719,123	17,504,121	15,447,646	13.31
Kaneohe Bay, HI	31,068,913	989,378	32,058,291	3,160,753	2,598,389	5,759,142	37,817,433	42,164,753	-10.31
Panama	3,092,199	680,413	3,772,612	0	632,421	632,421	4,405,033	5,211,503	-15.47
Camp Smith	456,812	327,441	784,253	18,507	420,357	438,864	1,223,117	1,093,259	11.88
Overseas Totals	**57,931,749**	**2,990,445**	**60,922,194**	**4,462,694**	**5,234,416**	**9,697,110**	**70,619,304**	**74,011,958**	**-4.58**

MARINE CORPS WORLDWIDE

Store	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY93 Total	FY92 Total	% Change 92 vs 93
CONUS	400,439,335	5,072,882	405,512,217	30,943,527	24,834,421	55,777,948	461,290,165	441,864,027	4.40
Overseas	57,931,749	2,990,445	60,922,194	4,462,694	5,234,416	9,697,110	70,619,304	74,011,958	-4.58
Worldwide Totals	**458,371,749**	**8,063,327**	**466,434,411**	**35,406,221**	**30,068,837**	**65,475,058**	**531,909,469**	**515,875,985**	**3.11**

Navy Exchange Services

(THOUSAND $)

CORPUS CHRISTI REGION

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
Corpus Christi NAS	12,533,467	945,643	0	149,761	13,628,871	11,995,329	13.6%
Kingsville NAS	2,695,684	105,701	0	17,765	2,819,150	2,571,010	9.7%
Ingelside NEX	622,057	23,201	0	16,428	661,686	0	0.0%
Total Corpus Christi	**15,851,208**	**1,074,545**	**0**	**183,954**	**17,109,707**	**14,566,339**	**17.5%**

GREAT LAKES REGION

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
Crane NWSC	527,755	4,585	0	2,070	534,410	557,656	-4.2%
Glenview NAS	1,777,328	19,630	0	62,278	1,859,236	2,053,434	-9.5%
Great Lakes NRMC	1,359,012	203,901	0	4,041	1,566,954	1,483,209	5.6%
Great Lakes NAC	46,454,353	6,269,863	0	612,906	53,337,122	44,222,606	20.6%
Total Great Lakes	**50,118,448**	**6,497,979**	**0**	**681,295**	**57,297,722**	**48,316,905**	**18.6%**

JACKSONVILLE NEXCEN

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
Athens NSCS	2,211,663	24,089	0	4,672	2,240,444	2,403,279	-6.8%
Beaufort NH	993,259	2,446	0	7,099	1,002,804	1,120,244	-10.5%
Cecil Fields NAS	10,110,825	2,152,501	0	134,912	12,398,238	11,388,748	8.9%
Charleston NS	21,348,807	2,695,108	0	597,654	24,641,569	23,057,255	6.9%
Charleston NRMC	568,381	73,047	0	1,429	642,857	620,777	3.6%
Charleston NWS	11,593,373	1,622,932	0	153,143	13,369,448	11,832,988	13.0%
Jacksonville NAS	52,837,976	2,895,249	0	640,203	56,373,428	48,083,500	17.2%
Key West NAS	10,067,255	860,223	0	41,400	10,968,878	10,641,256	3.1%
Kings Bay NSB	14,560,758	2,313,754	0	237,578	17,112,090	13,723,028	24.7%
Mayport NS	23,738,701	3,164,534	0	425,180	27,328,415	22,027,837	24.1%
Atlanta NAS	1,726,266	43,402	0	42,958	1,812,626	3,174,749	-42.9%
Orlando NAC	65,509,795	4,655,940	0	633,416	70,799,151	68,764,197	3.0%
Total Jacksonville	**215,267,079**	**20,503,225**	**0**	**2,919,644**	**238,689,948**	**216,837,858**	**10.1%**

NORFOLK NEXCEN

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
Annapolis NS	7,336,129	740,040	0	129,113	8,205,282	7,724,222	6.2%
Arlington NUC	3,108,953	411,608	0	330,046	3,850,607	2,890,582	33.2%
Bethesda NNMC	21,409,860	3,072,374	0	273,820	24,756,054	21,697,915	14.1%
Brunswick NAS	9,303,430	884,087	0	163,702	10,351,219	10,023,757	3.3%
Cheltenham, MD NCV	682,798	0	0	0	682,798	812,241	-15.9%

Base/Post	**Exchange Sales**	**Concession Sales**	**Nex Mart Sales**	**Uniform Sales**	**1993 Total Sales**	**1992 Total Sales**	**% Change 93 vs. 92**
Chesapeake NSGA	1,296,837	88,618	0	39,031	1,424,486	1,317,249	8.1%
Colts Neck NWS	1,278,472	125,842	0	52,121	1,456,435	1,328,375	9.6%
Cutler NCU	460,099	98	0	3,742	463,939	484,397	-4.2%
Dahlgren NSWC	1,463,149	24,941	0	22,001	1,510,091	1,548,323	-2.5%
Davisville NCBC	1,009,281	99	0	1,373	1,010,753	1,437,365	-29.7%
Indian Head NOS	613,304	18,926	0	7,336	639,566	639,033	0.1%
Lakehurst NAEC	1,833,780	35,648	0	15,207	1,884,635	2,346,493	-19.7%
Little Creek NAB	43,202,743	2,328,207	0	747,535	46,278,485	40,768,550	13.5%
Mechanicsburg NSPCC	527,624	5,038	0	4,091	536,753	793,341	-32.3%
Mitchel Field NS	6,122,128	208	0	34	6,122,370	7,336,062	-16.5%
New London SUBASE	33,990,084	1,415,063	0	400,882	35,806,029	34,784,348	2.9%
Newport NETC	23,467,721	1,362,651	0	440,173	25,270,545	24,611,780	2.7%
Norfolk NB	89,326,851	11,040,352	0	2,245,224	102,612,427	85,100,583	20.6%
Norfolk NUMOC	5,284,848	0	0	2,414,293	7,699,141	4,877,927	57.8%
Norfolk AFH	1,284,130	45,661	0	2,177	1,331,968	1,515,285	-12.1%
Pax River NAS	11,101,924	1,456,351	0	138,982	12,697,257	11,861,447	7.0%
Philadelphia NSA	14,538,839	2,443,396	0	266,234	17,248,469	17,536,011	-1.6%
Philadelphia ASO	622,376	4,589	0	318	627,283	723,796	-13.3%
Portsmouth NAVYSHIPYARD	602,228	48,677	0	19,805	670,710	715,810	-6.3%
Portsmouth VA NRMC	1,850,566	1,286,456	0	25,877	3,162,899	2,372,556	33.3%
Portsmouth VA NNS	10,566,382	474,277	0	109,980	11,150,639	12,246,804	-9.0%
Scotia NAU	2,455,104	75,213	0	36,537	2,566,854	2,431,701	5.6%
South Weymouth NAS	2,690,969	21,490	0	143,241	2,855,700	3,329,835	-14.2%
Staten Island NS	3,105,253	375,989	0	361,866	3,843,108	3,537,652	8.6%
Sugar Grove NRS	293,754	-36,290	0	3,256	260,720	375,741	-30.6%
Virginia Beach FAAWTC	4,348,810	1,597,775	0	132,642	6,079,227	4,145,989	46.6%
Oceana NAS	37,698,908	2,808,750	0	246,190	40,753,848	28,230,590	44.4%
Warminister NADC	670,270	5,276	0	1,040	676,586	774,630	-12.7%
Washington DC NYD	2,225,290	888,504	0	88,792	3,202,586	2,354,969	36.0%
Willow Grove NAS	5,633,785	150,177	0	172,610	5,956,572	6,235,699	-4.5%
Winter Harbor NSGA	656,169	1,511	0	7,450	665,130	654,025	1.7%
Yorktown NWS	1,652,789	81,401	0	34,805	1,768,995	1,929,365	-8.3%
Total Norfolk	**353,715,637**	**33,283,003**	**0**	**9,081,526**	**396,080,166**	**351,494,448**	**12.7%**

OVERSEAS

Base/Post	**Exchange Sales**	**Concession Sales**	**Nex Mart Sales**	**Uniform Sales**	**1993 Total Sales**	**1992 Total Sales**	**% Change 93 vs. 92**
Alaska							
Adak	11,441,546	2,031,104	0	79,384	13,552,034	12,374,482	9.5%
Bermuda							
Bermuda NAS	6,246,800	1,912,670	0	19,772	8,179,242	7,673,882	6.6%
Bermuda ANNEX	18,288	0	22,383	5	40,676	909,566	-95.5%
Total Bermuda	**6,265,088**	**1,912,670**	**22,383**	**19,777**	**8,219,918**	**8,583,448**	**-4.2%**

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
Crete							
Souda Bay NA	1,278,662	24,854	579,268	3	1,882,787	929,516	102.6%
Cuba							
Guantanamo NS	19,205,068	1,956,739	7,704,705	49,084	28,915,596	21,115,091	36.9%
Hawaii							
Barbers Point NAS	26,699,238	3,046,642	0	67,885	29,813,765	28,265,249	5.5%
Wahiawa NCA	1,066,080	9,182	0	698	1,075,960	1,156,283	-6.9%
Kauai PMF	2,239,827	678	0	25	2,240,530	2,322,977	-3.5%
Lualualei NM	393,098	286	0	0	393,384	540,585	-27.2%
Pearl Harbor NB	126,511,064	9,327,467	0	455,459	136,293,990	119,850,527	13.7%
Total Hawaii	**156,909,307**	**12,384,255**	**0**	**524,067**	**169,817,629**	**152,135,621**	**11.6%**
Iceland							
Keflavik NS	20,640,192	155,270	0	102,594	20,898,056	22,618,397	-7.6%
Italy							
Gaeta IT NSA	1,470,343	151,069	1,073,406	0	2,694,818	1,488,661	81.0%
La Maddelena NSA	3,558,386	156,544	2,301,874	10,375	6,027,179	3,256,119	85.1%
Naples NSA	36,094,009	3,892,326	0	341,821	40,328,156	35,956,431	12.2%
Pinetamare	1,509,224	206,492	1,570,109	0	3,285,825	1,802,391	82.3%
Sigonella NAS	24,537,853	1,566,241	0	178,155	26,282,249	24,190,553	8.6%
Total Italy	**67,169,815**	**5,972,672**	**4,945,389**	**530,351**	**78,618,227**	**66,694,155**	**17.9%**
Japan							
Atsugi NAS	18,831,899	2,698,622	0	111,324	21,641,845	16,343,776	32.4%
Hario	475,216	0	946,326	0	1,421,542	338,769	319.6%
Negisho	1,766,781	0	1,716,868	0	3,483,649	1,820,202	91.4%
Sanno Hotel NEXF	4,914,634	0	0	132	4,914,766	4,955,112	-0.8%
Sasebo FA	15,179,348	17,790	0	198,919	15,396,057	11,266,511	36.7%
Yokosuka NEX	68,183,796	10,281,601	0	732,857	79,198,254	59,270,438	33.6%
Total Japan	**109,351,674**	**12,998,013**	**2,663,194**	**1,043,232**	**126,056,113**	**93,994,808**	**34.1%**
Marianas Islands							
Guam NS	76,708,765	3,892,539	0	420,509	81,021,813	83,531,931	-3.0%
Newfoundland							
Argentia	2,012,858	0	0	3,652	2,016,510	2,353,814	-14.3%
New Zealand							
Christchurch NSFA	698,947	0	0	0	698,947	807,108	-13.4%

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
Portugal							
Lisbon IFA	**323,542**	**0**	**325,347**	**0**	**648,889**	**491,564**	**32.0%**
Puerto Rico							
Roosevelt Roads NS	44,628,205	2,168,548	0	123,880	46,920,633	43,054,557	9.0%
Sabana Seca NSGA	2,843,761	5,023	0	4,035	2,852,819	2,415,539	18.1%
Total Puerto Rico	**47,471,966**	**2,173,571**	**0**	**127,915**	**49,773,452**	**45,470,096**	**9.5%**
Singapore							
Singapore	**1,053,359**	**0**	**0**	**2,074**	**1,055,433**	**465,175**	**126.9%**
Spain							
Moron SP	521,761	50,415	288,937	0	861,113	613,285	40.4%
Rota NS	33,893,656	1,051,850	0	268,826	35,214,332	36,880,652	-4.5%
Total Spain	**34,415,417**	**1,102,265**	**288,937**	**268,826**	**36,075,445**	**37,493,937**	**-3.8%**
United Kingdom							
Edzell NSGA, Scottland	4,605,517	32,423	0	29,128	4,667,068	4,752,174	-1.8%
W Ruislip London NA	5,273,629	26,258	3,173,677	440	8,474,004	5,055,289	67.6%
London NAUK	1,299,360	5,940	374,439	110	1,679,849	1,518,868	10.6%
Machrihanish NAWF, UK	277,662	1,620	184,590	116	463,988	377,772	22.8%
Brawdy Wales NF	1,633,769	13,163	697,478	1,054	2,345,464	1,858,430	26.2%
Total United Kingdom	**13,089,937**	**79,404**	**4,430,184**	**30,848**	**17,630,373**	**13,562,533**	**30.0%**
West Indies							
Antigua NAS	**628,811**	**0**	**425,885**	**0**	**1,054,696**	**645,672**	**63.3%**

PENSACOLA REGION

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
Dallas NAS	13,200,548	977,366	0	422,316	14,600,230	13,830,166	5.6%
Gulfport NCBC	7,893,129	941,538	0	144,616	8,979,283	7,674,058	17.0%
Memphis	36,421,574	3,449,326	0	727,797	40,598,697	35,933,986	13.0%
Meridian NAS	6,455,073	958,390	0	131,877	7,545,340	6,574,777	14.8%
Mobile AL	340,253	31,493	0	3,793	375,539	98,764	280.2%
New Orleans NSA	16,123,208	694,616	0	291,377	17,109,201	15,118,958	13.2%
Panama City NCSC	1,760,843	56,451	0	19,047	1,836,341	1,764,647	4.1%
Pascagoula SCR	984,716	274,796	0	30,010	1,289,522	868,278	48.5%
Pensacola NAS	45,388,099	1,502,023	0	379,945	47,270,067	46,203,759	2.3%
Pensacola NTTC	2,063,525	156,330	0	124,008	2,343,863	2,452,420	-4.4%
Whiting Field NAS	5,605,124	9,392	0	34,202	5,648,718	5,529,201	2.2%
Total Pensacola	**136,236,092**	**9,051,721**	**0**	**2,308,988**	**147,596,801**	**136,049,014**	**8.5%**

SAN DIEGO NEXCEN

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
Alameda NAS	38,126,963	4,076,173	0	666,659	42,869,795	35,096,872	22.1%
Bangor	22,620,657	1,639,415	0	302,496	24,562,568	20,336,565	20.8%
Bremerton	15,871,174	346,232	0	311,156	16,528,562	16,567,891	-0.2%
China Lake NWC	4,180,564	76,396	0	25,621	4,282,581	3,918,384	9.3%
Concord NWS	903,068	30,931	0	26,808	960,807	964,108	-0.3%
Coronado NAB	6,871,662	1,738,336	0	152,026	8,762,024	6,897,557	27.0%
El Centro NAF	1,389,605	23,399	0	5,743	1,418,747	1,642,658	-13.6%
Fallon NAS	5,518,754	556,412	0	44,211	6,119,377	4,854,738	26.0%
Ferndale CA NFCB	121,105	0	0	734	121,839	236,779	-48.5%
Imperial Beach	15,298,548	87,184	0	0	15,385,732	15,216,754	1.1%
Lemoore NAS	15,957,184	1,806,777	0	201,622	17,965,583	15,280,382	17.6%
Long Beach NSA	35,282,880	3,840,681	0	597,691	39,721,252	36,079,103	10.1%
Mare Island NS	13,554,200	1,377,011	0	158,461	15,089,672	14,336,663	5.3%
Miramar NAS	75,594,133	4,183,002	0	540,359	80,317,494	71,651,908	12.1%
Moffett Field NAS	23,243,258	1,807,595	0	127,815	25,178,668	26,924,693	-6.5%
Monterey NPGS	14,142,746	226,215	0	32,634	14,401,595	14,363,723	0.3%
Noris NAS	35,014,710	5,818,164	0	306,722	41,139,596	31,559,247	30.4%
Novato CA DODHF	9,114,282	32,326	0	0	9,146,608	8,525,664	7.3%
Oakland NSC	720,487	43,498	0	5,281	769,266	900,358	-14.6%
Oakland NRMC	2,495,078	68,988	0	24,690	2,588,756	2,584,615	0.2%
Point Mugu NAS	7,132,356	1,733,687	0	121,587	8,987,630	7,664,132	17.3%
Port Hueneme NCBC	25,655,260	1,989,325	0	190,214	27,834,799	24,283,488	14.6%
San Diego NH	4,432,883	2,987,874	0	83,318	7,504,075	4,310,667	74.1%
San Diego NS	124,929,472	11,429,945	0	1,146,733	137,506,150	113,579,057	21.1%
San Diego NSSF	3,562,812	1,597,744	0	50,820	5,211,376	3,667,713	42.1%
San Diego NAC	28,681,914	3,794,598	0	471,695	32,948,207	27,019,672	21.9%
Seattle	20,711,090	174,986	0	167,284	21,053,360	19,966,342	5.4%
Stockton NCS	1,392,174	5,273	0	9,576	1,407,023	1,498,082	-6.1%
Treasure Island NSA	6,146,381	324,202	0	122,248	6,592,831	6,825,929	-3.4%
Whidbey ISLAND	32,532,504	1,640,155	0	344,015	34,516,674	29,263,223	18.0%
Total San Diego	**591,197,904**	**53,456,524**	**0**	**6,238,219**	**650,892,647**	**566,017,167**	**15.0%**

NEXCOM WORLDWIDE

Base/Post	Exchange Sales	Concession Sales	Nex Mart Sales	Uniform Sales	1993 Total Sales	1992 Total Sales	% Change 93 vs. 92
CONUS	1,362,386,368	123,866,997	0	21,413,626	1,507,666,991	1,333,281,731	13.0%
Overseas	568,664,954	44,683,356	21,385,292	3,202,316	637,935,918	563,267,348	13.3%
Worldwide	**1,931,051,322**	**168,550,353**	**21,385,292**	**24,615,942**	**2,145,602,909**	**1,896,549,079**	**13.1%**

Veterans Canteen Service Sales

(THOUSAND $)

VETERANS CANTEEN SERVICE EASTERN REGION

Market	Retail Sales	Food Sales	Vending Sales	Service Sales	FY93 Total	FY92 Total	% Change 92 vs. 93
Albany, NY	958,579	731,853	154,575	120,054	1,965,062	1,856,132	5.9%
Altoona, PA	283,249	116,867	38,822	24,828	463,767	431,848	7.4%
Asheville, NC	545,553	308,231	140,353	110,619	1,104,757	1,100,123	0.4%
Augusta, GA	543,501	206,765	142,019	128,141	1,020,426	938,109	8.8%
Augusta, GA	791,585	322,439	123,864	81,471	1,319,360	1,237,067	6.7%
Baltimore, MD	512,345	832,012	108,643	55,896	1,508,898	948,060	59.2%
Batavia, NY	197,942	107,687	30,165	19,319	355,114	356,798	-0.5%
Bath, NY	716,255	320,205	206,173	126,133	1,368,768	1,281,892	6.8%
Bay Pines, FL	719,927	560,213	233,993	174,186	1,688,320	1,600,197	5.5%
Beckley, WV	228,987	144,372	58,308	46,080	477,749	450,602	6.0%
Bedford, MA	548,477	360,647	251,461	126,138	1,286,724	1,152,129	11.7%
Boston, MA	700,066	805,491	209,867	103,733	1,819,158	1,789,042	1.7%
Brecksville, OH	509,270	186,860	211,681	96,469	1,004,281	995,403	0.9%
Brockton, MA	523,241	276,941	156,922	116,903	1,074,009	1,121,427	-4.2%
Bronx, NY	1,275,592	979,630	189,091	162,467	2,606,781	2,526,325	3.2%
Brooklyn, NY	1,382,911	1,063,320	204,498	202,033	2,852,764	2,579,474	10.6%
Buffalo, NY	975,184	616,382	250,213	137,861	1,980,642	1,922,486	3.0%
Butler, PA	272,740	117,736	78,274	34,691	503,443	483,963	4.0%
Canadaigua, NY	556,794	217,619	206,514	89,336	1,070,265	1,082,898	-1.2%
Castle Point, NY	372,548	246,384	42,315	35,994	697,242	685,288	1.7%
Charleston, SC	560,293	431,862	117,590	55,958	1,165,705	1,134,980	2.7%
Clarksburg, WV	271,824	265,393	83,322	45,629	666,168	676,705	-1.6%
Cleveland, OH	734,585	504,127	156,078	89,705	1,484,496	1,525,806	-2.7%
Coatsville, PA	888,261	240,524	233,697	202,619	1,565,102	1,478,228	5.9%
Columbia, SC	486,424	418,406	179,368	80,033	1,164,232	1,110,014	4.9%
Decatur, GA	588,347	648,451	161,689	108,323	1,506,813	1,440,746	4.6%
Dublin, GA	517,357	190,342	181,889	100,564	990,153	929,550	6.5%
Durham, NC	849,794	541,934	229,620	100,534	1,721,883	1,657,383	3.9%
East Orange, NJ	918,314	613,181	156,699	167,805	1,856,000	1,712,133	8.4%
Erie	135,743	136,001	34,453	18,471	324,669	337,245	-3.7%
Fayetteville, NC	441,057	236,489	108,673	53,713	839,934	811,920	3.5%
Fort Howard, MD	264,370	199,885	51,523	35,638	551,418	501,861	9.9%
Gainesville, FL	693,745	665,232	165,799	148,763	1,673,540	1,686,581	-0.8%
Hampton, VA	414,367	228,625	194,709	151,339	989,042	978,855	1.0%
Huntington, WV	284,923	362,549	135,852	36,372	819,698	832,854	-1.6%
Lake City, FL	304,078	301,297	69,972	88,965	764,313	749,179	2.0%
Lebanon, PA	559,450	162,451	216,386	109,870	1,048,159	1,050,723	-0.2%
Lyons, NY	731,344	363,868	224,755	206,048	1,526,017	1,414,727	7.9%
Manchester, NH	237,590	171,102	58,601	46,118	513,412	515,051	-0.3%
Martinsburg, WV	730,887	427,053	258,497	211,572	1,628,010	1,489,818	9.3%
Miami, FL	1,068,532	985,442	345,012	178,115	2,577,103	2,322,548	11.0%
Montrose, NY	748,902	354,627	140,017	193,002	1,436,550	1,409,459	1.9%

Market	Retail Sales	Food Sales	Vending Sales	Service Sales	FY93 Total	FY92 Total	% Change 92 vs. 93
Mountain Home, TN	680,472	457,119	294,937	109,959	1,542,488	1,443,085	6.9%
New York, NY	1,054,050	692,278	204,089	358,623	2,309,041	1,884,349	22.5%
Newington, CT	222,948	179,048	42,904	27,832	472,734	482,717	-2.1%
Northampton, MA	375,931	188,117	108,114	70,701	742,866	746,055	-0.4%
Northport LI, NY	1,677,932	683,952	155,705	289,456	2,807,046	2,501,782	12.2%
Perry Point, MD	761,078	203,918	198,745	163,872	1,327,615	1,320,931	0.5%
Philadelphia, PA	466,846	493,094	212,967	97,026	1,269,935	1,173,052	8.3%
Pittsburgh (HD), PA	474,463	272,030	190,864	96,937	1,034,296	965,824	7.1%
Pittsburgh (UD), PA	720,572	596,658	329,470	141,110	1,787,811	1,678,351	6.5%
Providence, RI	414,379	364,992	89,837	62,297	931,506	927,371	0.4%
Richmond, VA	1,636,405	795,512	275,816	194,160	2,901,895	2,803,679	3.5%
Salem, VA	977,784	390,523	121,583	102,739	1,592,631	1,435,280	11.0%
Salisbury, NC	610,359	168,712	192,852	183,356	1,155,280	1,075,371	7.4%
San Juan, PR	2,874,397	1,258,832	193,413	75,647	4,402,291	4,202,220	4.8%
St Albans, NY	409,054	221,680	68,378	80,764	779,878	798,692	-2.4%
Syracuse	698,052	436,574	115,718	61,977	1,312,322	1,174,740	11.7%
Tampa, FL	814,318	491,442	270,722	178,544	1,755,028	1,661,788	5.6%
Togus, ME	449,498	351,669	117,381	117,290	1,035,841	1,099,550	-5.8%
Washington, D.C.	1,307,691	821,941	143,045	161,263	2,433,942	2,110,391	15.3%
West Haven	570,758	452,051	204,865	152,859	1,380,535	1,435,952	-3.9%
West Roxbury	321,589	336,736	70,601	52,530	781,457	797,548	-2.0%
White River Junction, VT	402,416	337,534	101,823	61,634	903,408	904,227	-0.1%
Wilkes-Barre, PA	570,848	313,093	119,359	81,404	1,084,705	1,094,526	-0.9%
Wilmington, DE	238,491	238,576	54,292	49,093	580,453	569,001	2.0%
Eastern Region	**43,776,295**	**27,716,609**	**10,419,462**	**7,392,614**	**89,304,981**	**84,592,143**	**5.6%**

VETERANS CANTEEN SERVICE CENTRAL REGION

Market	Retail Sales	Food Sales	Vending Sales	Service Sales	FY93 Total	FY92 Total	% Change 92 vs. 93
Alexandria, LA	286,493	316,997	169,149	70,511	843,151	788,181	7.0%
Allen Park, MI	584,005	439,256	104,184	97,719	1,225,165	1,204,384	1.7%
Amarillo, TX	195,925	168,454	67,007	29,429	460,817	433,198	6.4%
Ann Arbor, MI	278,247	407,439	161,438	115,899	963,025	958,483	0.5%
Battle Creek, MI	676,424	377,584	159,945	183,614	1,397,569	1,348,832	3.6%
Big Springs, TX	157,985	155,099	38,004	37,023	388,113	380,619	2.0%
Biloxi, MS	619,146	385,350	246,518	135,470	1,386,485	1,311,993	5.7%
Birmingham, AL	691,176	339,171	155,843	53,178	1,239,369	1,253,199	-1.1%
Bonham, TX	226,049	111,178	104,974	31,115	473,317	403,178	17.4%
Chicago, IL	641,090	294,122	139,304	89,233	1,163,750	1,126,660	3.3%
Chicago, IL	1,002,983	698,104	189,128	141,269	2,031,485	1,909,922	6.4%
Chillicothe, OH	728,035	274,861	276,570	24,109	1,303,576	1,178,448	10.6%
Cincinnati, OH	444,586	429,580	199,330	54,197	1,127,694	969,028	16.4%
Columbia, MO	696,776	513,372	90,686	64,004	1,364,839	1,339,412	1.9%
Dallas, TX	739,970	982,577	222,967	159,634	2,105,151	2,051,869	2.6%
Danville, IL	479,316	225,611	208,713	125,947	1,039,588	1,036,647	0.3%
Dayton, OH	867,478	764,839	345,051	193,820	2,171,190	1,872,524	15.9%

Market	Retail Sales	Food Sales	Vending Sales	Service Sales	FY93 Total	FY92 Total	% Change 92 vs. 93
Des Moines, IO	270,300	258,150	70,324	47,468	646,243	616,724	4.8%
Fargo, ND	191,440	200,135	52,862	47,941	492,379	491,363	0.1%
Fayetteville, AR	171,664	124,286	62,153	20,426	378,530	363,943	4.0%
Fort Meade, SD	398,808	167,906	79,127	61,792	707,635	637,994	10.9%
Fort Wayne, IN	158,352	130,523	35,360	23,412	347,649	341,313	1.9%
Grand Island, NE	163,335	88,146	19,378	19,776	290,637	277,198	4.8%
Hines, IL	1,658,830	828,547	452,341	315,266	3,254,986	3,177,256	2.4%
Hot Springs, SD	352,884	154,804	124,858	15,439	647,988	616,551	5.1%
Houston, TX	1,494,650	1,398,466	282,800	262,014	3,437,930	3,236,260	6.2%
Marion, IL	233,125	158,160	49,951	31,964	473,202	437,337	8.2%
Marion, IN	446,705	160,826	134,544	86,409	828,486	798,755	3.7%
Marlin, TX	116,454	94,503	29,246	25,403	265,607	258,087	2.9%
Memphis, TN	895,262	1,013,445	180,319	144,055	2,233,082	2,030,912	10.0%
Milwaukee, WI	1,242,736	838,569	318,396	226,425	2,626,128	2,543,392	3.3%
Minneapolis, MN	1,323,489	1,673,762	325,778	112,484	3,435,514	3,275,040	4.9%
Minneapolis, MN	22,976	451,753	152	8,115	482,997	323,861	49.1%
Montgomery, AL	230,828	168,958	69,460	27,456	496,704	496,529	0.0%
Murfreesboro, TN	486,755	264,333	175,995	120,777	1,047,861	1,011,644	3.6%
Muskogee, OK	224,704	188,328	70,772	31,821	515,627	483,638	6.6%
Nashville, TN	402,728	321,182	237,053	94,613	1,055,578	1,227,714	-14.0%
New Orleans, LA	725,897	627,398	154,950	80,164	1,588,411	1,549,929	2.5%
North Chicago, IL	699,454	247,943	293,016	156,607	1,397,022	1,430,774	-2.4%
North Little Rock, AK	955,051	417,915	186,662	161,760	1,721,389	1,669,637	3.1%
Oklahoma City, OK	702,995	585,226	216,210	76,872	1,581,305	1,392,755	13.5%
Omaha, NE	400,946	285,465	112,860	75,099	874,372	817,463	7.0%
Poplar Bluff, MO	209,642	156,058	54,670	27,262	447,634	441,073	1.5%
Saginaw, MI	167,377	128,460	32,323	31,370	359,532	313,218	14.8%
San Antonio, TX	1,136,349	971,223	181,397	128,207	2,417,177	2,327,099	3.9%
Shreveport, LA	614,561	434,273	143,146	66,108	1,258,090	1,124,836	11.8%
Sioux Falls, SD	327,766	223,590	82,040	54,213	687,611	673,784	2.1%
St. Cloud, MN	455,404	260,457	4,705	69,078	789,645	765,582	3.1%
St. Louis, MO	375,535	441,525	126,700	58,158	1,001,919	791,361	26.6%
St. Louis, MO	445,438	260,744	104,448	46,022	856,653	951,286	-9.9%
Temple, TX	793,208	450,014	207,665	101,184	1,552,071	1,570,244	-1.2%
Tomah, WI	450,788	197,870	252,645	79,330	980,634	990,691	-1.0%
Topeka, KS	500,792	354,827	193,004	90,512	1,139,137	1,085,496	4.9%
Tuscaloosa, AL	594,469	224,741	100,767	212,621	1,132,599	1,077,708	5.1%
Tuskegee, AL	376,008	263,536	195,341	200,929	1,035,815	1,036,205	-0.0%
Waco, TX	516,483	200,385	135,521	96,541	948,931	955,329	-0.7%
Wichita, KS	237,915	264,789	86,223	40,944	629,873	533,908	18.0%
Central Region	**36,945,465**	**27,466,631**	**10,400,917**	**6,150,999**	**80,964,014**	**76,977,576**	**5.2%**

VETERANS CANTEEN SERVICE WESTERN REGION

Market	Retail Sales	Food Sales	Vending Sales	Service Sales	FY93 Total	FY92 Total	% Change 92 vs. 93
Albuquerque, NM	695,562	646,138	273,328	164,275	1,779,304	1,594,499	11.6%

Market	Retail Sales	Food Sales	Vending Sales	Service Sales	FY93 Total	FY92 Total	% Change 92 vs. 93
Boise, ID	226,850	187,352	36,780	17,204	468,188	451,539	3.7%
Cheyenne, WY	183,918	116,064	31,031	17,628	348,642	317,690	9.7%
Denver, CO	437,181	495,161	180,633	58,178	1,171,155	1,130,530	3.6%
Fort Harrison, MT	150,038	106,708	52,310	35,729	344,786	329,486	4.6%
Fort Lyon, CO	397,756	188,540	142,733	23,999	753,030	696,804	8.1%
Fresno, CA	526,396	344,151	99,106	69,896	1,039,550	1,066,133	-2.5%
Grand Junction, CO	226,297	120,132	32,116	26,879	405,426	391,804	3.5%
Livermore, CA	245,212	178,081	94,076	34,449	551,819	499,275	10.5%
Loma Linda, CA	566,886	606,649	143,244	162,260	1,479,040	1,411,573	4.8%
Long Beach, CA	1,133,760	1,201,892	203,858	318,028	2,857,540	2,686,032	6.4%
Los Angeles, CA	1,629,158	1,308,735	320,146	334,791	3,592,831	3,306,613	8.7%
Martinez, CA	0	0	0	10,266	10,266	273,818	
Menlo Park, CA	528,192	273,777	97,496	150,507	1,049,974	1,043,019	0.7%
Miles City, MT	72,818	45,328	10,181	4,955	133,284	117,361	13.6%
Palo Alto, CA	556,899	436,239	189,440	129,168	1,311,747	1,243,742	5.5%
Phoenix, AZ	720,787	634,236	90,226	144,692	1,589,943	1,550,355	2.6%
Portland, OR	577,318	901,526	236,433	88,330	1,803,609	1,685,860	7.0%
Prescott, AZ	159,871	119,984	65,074	50,844	395,774	394,245	0.4%
Reno, NV	198,298	198,083	54,830	58,534	509,747	487,569	4.5%
Roseburg, PR	247,399	160,384	47,542	61,835	517,160	499,872	3.5%
Salt Lake City, UT	318,325	284,656	157,007	68,004	827,994	789,432	4.9%
San Diego, CA	1,208,905	971,662	203,919	233,918	2,618,405	2,468,648	6.1%
San Francisco, CA	738,610	942,046	166,216	157,972	2,004,846	1,822,162	10.0%
Seattle, WA	665,547	887,762	347,125	128,597	2,029,032	1,961,579	3.4%
Sepulvada, CA	584,749	459,551	186,403	109,698	1,340,402	1,343,902	-0.3%
Sheridan, WY	162,185	105,512	49,650	35,295	352,644	399,216	-11.7%
Spokane, WA	308,577	208,322	30,608	27,531	575,038	507,421	13.3%
Tacoma, WA	534,432	275,784	82,581	84,846	977,644	923,027	5.9%
Tucson, AZ	350,983	379,535	149,462	61,389	941,370	891,861	5.6%
Walla Walla	189,654	75,183	30,617	29,885	325,340	298,839	8.9%
White City, OR	321,591	333,595	179,575	81,247	916,010	924,391	-0.9%
Western Region	**14,864,168**	**13,192,781**	**3,983,763**	**2,980,845**	**35,021,558**	**33,508,316**	**4.5%**
Washington, DC (CO)	**7,962**	**279,845**	**0**	**0**	**287,812**	**179,180**	**60.6%**

VETERANS CANTEEN SERVICE CONSOLIDATED

Market	Retail Sales	Food Sales	Vending Sales	Service Sales	FY93 Total	FY92 Total	% Change 92 vs. 93
Eastern Region	43,776,295	27,716,609	10,419,462	7,392,614	89,304,981	84,592,143	5.6%
Central Region	36,945,465	27,466,631	10,400,917	6,150,999	80,964,014	76,977,576	5.2%
Western Region	14,864,168	13,192,781	3,983,763	2,980,845	35,021,558	33,508,316	4.5%
Washington, DC (CO)	7,962	279,845	0	0	287,812	179,180	60.6%
Los Angeles (752)	0	25,132	0	0	25,132		
Consolidated	**95,593,891**	**68,681,000**	**24,804,143**	**16,524,463**	**205,603,498**	**195,257,216**	**5.3%**